



DYNAMICS OF BALANCING PERSONAL AND PROFESSIONAL COMMITMENTS AND IMPACT ON JOB SATISFACTION: EVIDENCE FROM NIGERIAN WOMEN IN PROFESSIONAL SPHERES

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ABSTRACT: *Purpose – In an era of rapid digital transformation, the challenge of reconciling personal and professional commitments has grown considerably more complex, particularly for Nigerian women navigating demanding professional environments. This study examines the strategies employed by Nigerian female professionals to manage competing personal and professional demands and investigates how these strategies shape their levels of job satisfaction. Design/Methodology/Approach – Adopting a predictive survey research design, data were collected from 412 female professionals across diverse industries in Nigeria through an online questionnaire. The data were analysed using multinomial logistic regression, a method suited to modelling categorical outcome variables with more than two levels. Findings – The results reveal that Nigerian female professionals draw upon specific strategies, including time management, task prioritisation, and leveraging social support networks, to navigate work–life conflicts and advance their careers. More time allocated to personal commitments was strongly associated with higher job satisfaction. Conversely, higher overall life satisfaction and greater engagement in skills development were each associated with lower job satisfaction, suggesting a degree of role tension and resource competition between these domains. Practical Implications – The findings highlight the centrality of personal time in sustaining job satisfaction and draw attention to the complex relationship between skills development, overall well-being, and work satisfaction among professional women. Organisations and policymakers are encouraged to champion gender equality, implement flexible working arrangements, and foster supportive workplace cultures. Originality/Value – Whilst work–life balance among female professionals has attracted growing scholarly interest globally, empirical quantitative investigations specifically examining the strategies of Nigerian female professionals across multiple industries and their effect on job satisfaction remain limited. This study contributes to the emerging body of literature on work–life balance, gender equality, and career management in the Nigerian context and offers actionable insights for policy and organisational practice.*

KEYWORDS: Career Progression; Digital Era; Job Satisfaction; Nigerian Female Professionals; Organisational Support; Work–Life Balance.



INTRODUCTION

In contemporary professional environments shaped by digital connectivity, globalisation, and evolving social norms, the task of balancing personal and professional demands has become an increasingly pressing concern (Tamunomiebi & Oyibo, 2020; Tahir, 2023). For Nigerian women in particular, this challenge is compounded by entrenched cultural expectations and traditional gender roles that place disproportionate domestic burdens upon them alongside their professional obligations. Nigeria has witnessed a notable increase in the number of women entering the formal labour market over the past two decades (John Kolade & Kehinde, 2013), a trend attributable to expanded access to education, shifting cultural attitudes, growing demand for skilled labour, and targeted government programmes aimed at advancing women's professional participation (Nnorom, 2000; Eze, 2017; Tahir, 2023). Nevertheless, this professional advancement has not been accompanied by a commensurate reduction in domestic responsibilities, creating a dual burden that many women continue to navigate daily.

Nigerian female professionals frequently find themselves under sustained pressure to excel in their careers whilst simultaneously fulfilling roles as caregivers, partners, and mothers (Parker, 2015; Ely & Padavic, 2020; Chen et al., 2022). Limited access to affordable childcare services (Adisa et al., 2014; Chanda, 2022), the absence of flexible working arrangements, and extensive working hours further constrain their capacity to achieve an effective balance between personal and professional life (Rashmi & Kataria, 2022). Societal pressures to prioritise family caregiving over career ambition often engender feelings of guilt and tension, as well as a sense of fragmentation between the private and professional spheres (Abga & Bello, 2023). The digital age has introduced additional complexities. Whilst remote working and enhanced connectivity offer some flexibility, they also blur the boundaries between work and personal time, creating new obstacles to balance.

The existing scholarly literature on work–life balance has been predominantly anchored in Western contexts (Adisa et al., 2014; Rashmi & Kataria, 2022), leaving a significant empirical gap concerning the experiences of Nigerian professional women. Most prior Nigerian studies have focused on narrow occupational categories, primarily female physicians and banking professionals, and have been largely qualitative in orientation with limited sample sizes (Nwagbara, 2020; Adisa et al., 2014). To address this gap, the present study adopts a quantitative approach, drawing on a diverse sample of female professionals from varied industries across Nigeria, including single-income households and non-heterosexual family structures with and without care obligations. In doing so, it seeks to generate empirical insights into the coping strategies employed by this population and their consequences for career outcomes.

The contribution of this study lies in its capacity to inform organisational policies and workplace practices that are responsive to the specific realities of Nigerian female professionals. A nuanced understanding of the strategies these women employ can enable organisations to design targeted, contextually appropriate support programmes that enhance employee satisfaction, productivity, and retention. Furthermore, the findings contribute to broader scholarly conversations on work–life balance, gender equity, and career management within sub-Saharan Africa.

This study is guided by three overarching research questions:



- RQ1: What strategies do Nigerian female professionals employ to balance personal and professional demands?
- RQ2: What is the impact of these strategies on the job satisfaction of Nigerian female professionals?
- RQ3: What role does organisational support play in facilitating the management of competing personal and professional demands?

Based on the patterns observed in the literature and the variables examined, the study tests the following hypotheses:

- H₁: Greater time allocated to personal commitments is positively associated with higher job satisfaction among Nigerian female professionals.
- H₂: Higher overall life satisfaction is negatively associated with job satisfaction among Nigerian female professionals.
- H₃: Family and social support is positively associated with job satisfaction among Nigerian female professionals.
- H₄: Increased engagement in skills development is negatively associated with job satisfaction among Nigerian female professionals.

The remainder of this paper is organised as follows: Section 2 reviews the relevant theoretical and empirical literature; Section 3 outlines the research methodology; Section 4 presents and discusses the empirical findings; and Section 5 offers conclusions, practical implications, limitations, and directions for future research.

LITERATURE AND THEORETICAL REVIEW

Relevant Theoretical Frameworks

The conceptual underpinning of this study draws on three complementary theoretical frameworks: Role Theory, Psychological Contract Theory, and Role Strain and Role Overload Theory. Together, these frameworks provide a robust foundation for understanding the multifaceted challenges confronting Nigerian female professionals as they navigate the intersection of personal and professional obligations.

Role Theory

Role Theory, developed within the sociological tradition most notably associated with Robert Merton, examines how individuals conform to and enact socially prescribed expectations across different social positions (Aartsen & Hansen, 2019). In the context of Nigerian female professionals, role theory illuminates the tensions arising from competing societal expectations, particularly those that privilege women's domestic roles over their professional aspirations (Olotuah et al., 2023). Falola (2023) observes that deeply embedded social norms in Nigeria assign primary caregiving responsibilities to women, regardless of their professional standing. When the demands associated with multiple roles exceed an



individual's capacity to meet them, role strain emerges (Nickerson, 2023). For Nigerian female professionals, such strain manifests at the intersection of career ambition and cultural obligation, often impeding professional advancement and personal well-being.

Psychological Contract Theory

Psychological Contract Theory, popularised by Denise M. Rousseau in the latter decades of the twentieth century (Topa et al., 2022), concerns the implicit and often unspoken expectations that govern the relationship between employees and their employing organisations. These expectations encompass perceived obligations, entitlements, and the degree to which mutual commitments are honoured (Uzoigwe et al., 2016). For Nigerian female professionals, cultural norms and gender expectations shape the psychological contracts they hold. Both with their employers and with their families. They may, for instance, perceive an obligation to perform at the highest professional level whilst simultaneously adhering to conventional domestic gender roles (Conway & Briner, 2005; Dhanpat, 2021). When these implicit contracts are breached, whether through insufficient organisational support or escalating family demands, the consequences include diminished job satisfaction, heightened stress, and reduced organisational commitment (Conway & Briner, 2005; Dhanpat, 2021).

Role Strain and Role Overload Theory

Introduced by Robert L. Kahn and colleagues in the late 1960s, Role Strain and Role Overload Theory examines the psychological tension arising when individuals simultaneously occupy multiple demanding roles whose expectations prove difficult to reconcile (Creary & Gordon, 2016). Role overload, a specific form of role strain, occurs when the cumulative demands of multiple roles exceed the individual's available time, energy, and resources (Tang & Vandenberghe, 2021). Nigerian female professionals frequently experience role overload as they strive to meet both career demands and domestic responsibilities, often in environments that offer limited institutional support. This overload can precipitate elevated stress levels and compromised work performance (Tang & Vandenberghe, 2021; Nickerson, 2023), underscoring the urgency of both individual-level coping strategies and organisational-level interventions.

Work–Life Balance and the Management of Competing Demands

Work–life balance has attracted considerable scholarly attention as a determinant of employee well-being, organisational productivity, and job performance. At its core, work–life balance refers to an individual's capacity to effectively manage and integrate work-related obligations with personal and family responsibilities, whilst sustaining a sense of well-being and fulfilment in both domains (Khan & Agha, 2013; Rashmi & Kataria, 2021). Kuranga et al. (2019) describe it as the alignment of professional duties and personal commitments in a manner that enables individuals to thrive across both spheres. In their more direct formulation, Ojo et al. (2014a) characterise work–life balance as having adequate 'time for family' and meaningful 'personal time.' The broader objective of achieving this balance is the avoidance of role conflict, the reduction of stress, and the enhancement of holistic well-being.

Research consistently demonstrates that effective work–life balance is associated with improved physical and mental health, stronger interpersonal relationships, and heightened employee satisfaction and productivity (Allen et al., 2000; Sirgy & Lee, 2018; Akinbo &



Ayodele, 2022; Okolie et al., 2023). Brough and O'Driscoll (2010) highlight the importance of organisational interventions in supporting employees to manage work and non-work demands, whilst Rashmi et al. (2021) identify flexible working arrangements, including telecommuting, compressed workweeks, and adjustable schedules, as among the most effective mechanisms for enabling work–life integration. These arrangements afford individuals greater agency over their time, facilitating fulfilment of personal commitments without compromising professional performance (Konrad & Yang, 2012).

Gender disparities in work–life balance represent a persistent area of scholarly concern. Women, particularly in cultural contexts characterised by strong traditional gender norms, bear a disproportionate share of domestic and caregiving responsibilities, often at the expense of their own career progression and personal well-being (Fleetwood, 2007; Forson, 2013; Mussida & Patimo, 2021). Organisations that proactively address these disparities through inclusive policies, including childcare support, parental leave, and employee wellness programmes, tend to report higher levels of staff engagement, lower turnover rates, and stronger overall performance (Au & Ahmed, 2014; Konrad & Yang, 2012; Sirgy & Lee, 2018).

Cultural and Societal Factors Influencing Nigerian Female Professionals

The professional experiences of Nigerian women are deeply shaped by a complex interplay of cultural, religious, and socio-economic factors (Offiong et al., 2021). Omokojie (2013) draws attention to the detrimental influence of socio-cultural elements, including the conflation of women's biological roles with domestic expectations and the permeation of patriarchal norms into organisational cultures, on the work performance and career advancement of female professionals in Nigerian public institutions. Togunde (1999) similarly documents how variables such as religious affiliation, age at marriage, spousal age differences, and family structure shape women's labour force participation in urban Nigeria.

Gender stereotyping reinforces these cultural constraints. Fleetwood (2007) demonstrates how conventional gender roles ascribed to Nigerian women, centring on household management and childcare, contribute to their underrepresentation in leadership positions and obstruct career advancement. Ogbogu (2010) specifically identifies child-rearing practices, marital obligations, and family responsibilities as key structural impediments to women's professional contributions within Nigerian universities. Yewande and Olawunmi (2023) extend this analysis to Northern Nigeria, highlighting how the compounded effects of poverty, gender segregation, and entrenched patriarchy restrict women's access to higher education and, consequently, to professional opportunity. These findings collectively underscore the systemic nature of the barriers confronting Nigerian female professionals, necessitating interventions that operate at both the organisational and societal levels.

Challenges Faced by Nigerian Female Professionals

The management of competing personal and professional demands presents substantial challenges for Nigerian female professionals across diverse sectors. The difficulty of harmonising multiple roles, as mothers, spouses, caregivers, and professionals, within a patriarchal cultural environment is well-documented (Adisa et al., 2014; Mordi et al., 2011). Societal expectations that assign primary domestic responsibility to women compound the burden of professional obligations and limit the time and energy available for career



development (Mussida & Patimo, 2021). The demanding nature of many professional roles, characterised by long working hours, intensive workloads, and irregular schedules, further constrains the capacity for effective work–family integration (Adisa et al., 2014).

These pressures are well evidenced in the Nigerian context. Nwagbara (2020) found that Nigerian female healthcare workers face acute difficulties balancing family and professional responsibilities, highlighting the inadequacy of existing work–family policy frameworks in the sector. Okonkwo (2012) documents how sustained role conflict contributes to psychological depletion, erosion of financial resources, and diminished professional competence among working women. Adekoya (2023) identifies a pervasive culture of extended working hours and excessive workloads in banking and healthcare as a primary driver of work–life imbalance for Nigerian working mothers, further exacerbated by patriarchal and religious normative pressures. The absence of adequate social welfare infrastructure, including affordable childcare and family support services, remains a critical structural gap that intensifies the challenges women face in managing their dual responsibilities (Adisa et al., 2014; Akanji et al., 2015).

Exposure to these competing pressures renders Nigerian female professionals particularly vulnerable to occupational stress, psychological burnout, gender-based discrimination, and reduced professional recognition (Singh et al., 2010; Akanji, 2013; Ademuyiwa et al., 2022). The cumulative effect of these challenges is a measurable impact on both professional performance and personal well-being, with domestic obligations, particularly childcare, frequently identified as primary impediments to career progression (Adisa et al., 2014; Jang & Zippay, 2011).

Strategies Employed by Nigerian Female Professionals

Despite the formidable challenges they face, Nigerian female professionals draw upon a repertoire of adaptive strategies to manage the tensions between personal and professional demands. Foluke et al. (2015) note that the specific strategies adopted are substantially influenced by contextual factors such as age, number of children, marital status, and professional seniority. Ademuyiwa et al. (2022) identify several high-ranking coping mechanisms used by women in Nigerian tertiary institutions, including the flexibility to manage working hours, engagement of domestic staff, utilisation of workplace-adjacent childcare facilities, and the delegation of professional tasks to trusted colleagues. Ikpeama et al. (2023) similarly found that structured rest, planned leave, peer support, and decisions to limit family size serve as beneficial stress-reduction strategies for working mothers in Nigerian academic institutions.

Extended family networks constitute a particularly salient resource for many Nigerian professional women. Akanji (2013) highlights the widespread reliance on parents, in-laws, and other relatives for childcare and household support, enabling women to dedicate greater attention to career pursuits. Mentorship also plays a meaningful role, with some women drawing on the guidance of experienced professionals to navigate the competing demands of multiple roles (Heath, 2012; Capron, 2014). Supervisory and organisational support further mediate the relationship between competing demands and professional outcomes; Odeloye et al. (2020) found that managerial backing and institutional work–life balance policies are associated with reduced role conflict and improved job satisfaction.



The COVID-19 pandemic introduced an additional layer of complexity, reshaping work–life boundaries for Nigerian professionals. Akanji et al. (2022) found that the shift to remote working during the pandemic intensified role conflict for many Nigerian academics, particularly women, whilst simultaneously offering some flexibility benefits. These dynamics underscore the need for adaptive, context-sensitive organisational responses to support employee well-being in an increasingly digital work environment.

Synthesising the strategies identified in the extant literature, the present study conceptualises and operationalises how Nigerian female professionals cope with personal and professional pressures across four primary domains: time management practices, work–life integration, social support systems, and personal adjustments.

METHODOLOGY

Research Design and Sample

This study employed a predictive survey research design to systematically collect data from Nigerian female professionals. Survey research is well-suited to this investigation as it enables the efficient collection of standardised data from large, geographically dispersed populations and supports quantitative analysis of relationships between variables. An online questionnaire was administered to 412 female professionals across diverse industries in Nigeria. Purposive and snowball sampling techniques were employed to ensure representation across multiple sectors, professional levels, and geographic regions, including respondents from both Northern and Southern Nigeria. The online mode of data collection facilitated inclusivity and geographical coverage, enabling the capture of a wide range of perspectives and lived experiences across the country.

Measures and Operationalisation of Variables

The study operationalises three categories of variables, as detailed in Table 1. The independent variable, personal–professional commitment balance, was measured through self-reported assessments of work–life balance satisfaction, time allocation between personal and professional activities, and indicators of burnout and career progression. The dependent variable, job satisfaction, was assessed using five Likert-scale items adapted from established measures, covering satisfaction with current employment, sense of professional accomplishment, happiness at work, willingness to recommend one's job, and perceived utilisation of skills. Control variables encompassing digital-era factors, individual characteristics, and organisational conditions were measured using indicators such as flexible work arrangements, demographic characteristics, workplace policies, and cultural norms.

Table 1: Operationalisation of Variables

S/N	Variable	Measurement	Source(s)
1	Independent: Personal– professional commitments balance	Self-reported satisfaction with work–life balance; time spent on personal and professional activities; stress levels; burnout symptoms; and indicators of career progression.	Adisa et al. (2014)



2	Dependent: Job satisfaction	Measured via time management techniques, work-life integration, support systems utilised, and personal adjustments employed by female professionals to manage conflicts between personal and professional commitments.	Ademuyiwa et al. (2022); Ikpeama et al. (2023)
3	Control: Digital era factors; individual characteristics; organisational factors; societal expectations	Adoption of flexible work arrangements; digital tools for task management and communication; demographic characteristics; cultural norms; organisational size; workplace policies; support systems; and organisational culture.	Omokojie (2013); Mussida & Patimo (2021)

Source: *Authors' Compilation (2025).*

Research Questions and Hypotheses

As outlined in Section 1, this study addresses three research questions concerning the strategies employed by Nigerian female professionals, their impact on job satisfaction, and the moderating role of organisational support. Four specific hypotheses are tested, corresponding to the four predictors in the regression model: time for personal commitments (TMP), overall life satisfaction (LFS), family and social support (FAS), and skills development (SKD). These hypotheses are evaluated using multinomial logistic regression, as described in the following section.

Analytical Approach

Both descriptive and inferential statistical analyses were employed. Descriptive statistics characterise the socio-demographic profile of the sample. For the primary inferential analysis, multinomial logistic regression was selected as the most appropriate technique given the categorical, polytomous nature of the dependent variable, job satisfaction, which was measured across multiple ordinal categories. Unlike binary logistic regression, multinomial logistic regression accommodates outcome variables with more than two discrete categories, modelling the probability of membership in each category relative to a designated reference category (Agresti, 2002). This approach provides a flexible and interpretable framework for assessing the simultaneous influence of multiple predictors, time for personal commitments (TMP), overall life satisfaction (LFS), family and social support (FAS), and skills development (SKD), on varying levels of job satisfaction. Model fit was evaluated using the likelihood ratio chi-square test, and the practical significance of the predictors was assessed using the Nagelkerke pseudo-R-squared and odds ratios (Exp(B)) with 95% confidence intervals.



DATA ANALYSIS AND DISCUSSION OF RESULTS

Demographic Characteristics of Respondents

Table 2 presents the socio-demographic profile of the 412 survey respondents. The sample is predominantly composed of Millennials (aged 26–41 years, 72.8%), reflecting the demographic cohort most actively engaged in the Nigerian formal labour market. The majority hold undergraduate (58.3%) or postgraduate degrees (38.8%), indicating a highly educated sample. More than half of the respondents are married (57.8%) and have at least one child (57.3%), factors that are directly relevant to managing personal and professional demands. Respondents are distributed across a range of industries, with representation from the not-for-profit, healthcare, banking, and information and communications technology sectors, among others. The South-West geopolitical zone accounts for the largest proportion of respondents (58.3%), consistent with the concentration of formal-sector employment in Lagos and its environs. The overwhelming majority of respondents identify as Christian (92.2%), which is relevant to understanding the cultural and normative context within which these professionals operate.

Table 2: Demographic Characteristics of Respondents

Description	Frequency	Percentage
Age of Respondent		
Below 26 years (Generation Z)	28	6.8%
26–41 years (Millennials)	300	72.8%
42–57 years (Generation X)	80	19.4%
58 years and above (Baby Boomers)	4	1.0%
Highest Level of Education		
Bachelor's Degree	240	58.3%
Master's Degree	160	38.8%
Doctorate	8	1.9%
High School	4	1.0%
Marital Status		
Married	238	57.8%
Single	160	38.8%
Separated	6	1.5%
Divorced	4	1.0%
Widowed	4	1.0%
Respondents With Children		
Yes	236	57.3%
No	176	42.7%
Years of Professional Experience		
1–5 years	154	37.4%
More than 10 years	128	31.1%
6–10 years	120	29.1%
Less than 1 year	10	2.4%
Respondents' Industry		
Others	162	39.3%
Not-for-profit	70	17.0%



Healthcare	40	9.7%
Banking	32	7.8%
Information and Communications Technology	30	7.3%
Consumer Goods	20	4.9%
Hospitality and Tourism	20	4.9%
Oil and Gas	14	3.4%
Construction	8	1.9%
Agriculture	6	1.5%
Utility	6	1.5%
Entertainment	4	1.0%
Size of Organisation		
Large (more than 200 employees)	152	36.9%
Small (1–50 employees)	146	35.4%
Medium (51–200 employees)	114	27.7%
Respondents' Location		
South West	240	58.3%
North Central (Middle Belt)	102	24.8%
North East	46	11.2%
North West	12	2.9%
South South (Niger Delta Region)	10	2.4%
South East	2	0.5%
Religious Affiliation		
Christianity	380	92.2%
Islam	30	7.3%
Traditional	2	0.5%

Source: *Authors' Computation (2025).*

Strategies Employed by Nigerian Female Professionals (RQ1)

The survey data reveal a diverse array of strategies through which Nigerian female professionals manage the competing demands of their personal and professional lives. Task prioritisation emerged as a widely adopted approach, with many respondents systematically distinguishing between urgent and important obligations to optimise their management of both workloads. Flexible working arrangements were frequently utilised where available, offering adaptability to accommodate diverse personal responsibilities. Effective time management practices, including goal-setting and task delegation, were prevalent across the sample. Physical exercise was identified as a popular stress management strategy, highlighting the importance of physical well-being as a coping mechanism.

The most prominent strategy identified, however, was the mobilisation of strong family and social support networks. These networks, encompassing extended family members, friends, colleagues, and mentors, provide both practical assistance and emotional sustenance, serving as an indispensable resource for women navigating the pressures of dual responsibilities. This finding is consistent with the broader literature on Nigerian women's coping strategies, which emphasises the centrality of community and kinship networks in managing role conflict (Akanji, 2013; Ikpeama et al., 2023).



Impact of Strategies on Career Progression (RQ2)

The data provide evidence that the management of competing demands influences the career trajectories of Nigerian female professionals. Whilst respondents generally acknowledge the existence of career progression opportunities, reported satisfaction levels with advancement remain moderate, suggesting that systemic barriers continue to constrain professional mobility. A notable proportion of respondents acknowledged that balancing personal and professional demands had, to varying degrees, affected their career advancement, with some reporting career sacrifices attributable to personal obligations.

Gender stereotypes and disproportionate workloads emerged as additional factors complicating the career advancement of female professionals. Societal expectations and occupational pressures create a context in which the balancing act is further complicated by structural inequities, making career progression not merely a function of individual strategy but also of the broader organisational and cultural environment within which these women operate. These findings are consistent with those of Mordi et al. (2011), who describe the Nigerian corporate environment as demanding and masculinised, placing an additional burden of proof on women seeking advancement.

Organisational Support and Its Limitations (RQ3)

Organisational support emerged as a critical mediating factor in the capacity of Nigerian female professionals to manage personal and professional demands. A supportive workplace culture, characterised by tangible policies such as flexible working arrangements, childcare assistance, inclusive parental leave, and positive work environments, was found to be moderately associated with improvements in employee well-being and professional advancement. Respondents who reported satisfaction with organisational support consistently identified the availability of concrete work–life balance policies as the decisive factor, underscoring the importance of institutionalised support rather than informal or discretionary accommodations (Odeloye et al., 2020).

However, a critical caveat emerges from the analysis: organisational support, whilst meaningful, does not operate in isolation. Deep-rooted societal expectations continue to exert a significant influence on the career decisions and work–life perceptions of female professionals, sometimes counteracting the positive effects of progressive organisational policies. This finding highlights the structural nature of the challenge: meaningful change requires not only institutional commitment but also broader cultural transformation that challenges traditional gender norms and their organisational manifestations.

Response Distribution of Job Satisfaction

Table 3 presents the distribution of responses across the five items measuring job satisfaction. The data reveal a broadly positive disposition toward employment among the respondents, with consistent majorities across items reporting satisfaction, accomplishment, and positive affect at work.

**Table 3: Response Distribution of Job Satisfaction Items**

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my current job	102 (24.76%)	90 (21.84%)	110 (26.70%)	66 (16.02%)	44 (10.68%)
I feel a sense of accomplishment from my job	154 (37.38%)	96 (23.30%)	80 (19.42%)	58 (14.08%)	24 (5.83%)
I often feel happy at work	126 (30.58%)	112 (27.18%)	112 (27.18%)	34 (8.25%)	28 (6.80%)
I would recommend my job to others	138 (33.50%)	108 (26.21%)	92 (22.33%)	40 (9.71%)	34 (8.25%)
My job utilises my skills effectively	168 (40.78%)	106 (25.73%)	66 (16.02%)	38 (9.22%)	34 (8.25%)

Source: Authors' Computation (2025).

Approximately 46.6% of respondents expressed satisfaction with their current position (summing 'Strongly Agree' and 'Agree'), whilst 26.7% remained neutral and 26.7% were dissatisfied. A majority (60.7%) reported a sense of professional accomplishment, and a similar proportion (57.8%) reported frequently experiencing happiness at work. More than half (59.7%) indicated they would recommend their job to others. The highest level of agreement was recorded for the item measuring effective utilisation of skills (66.5%), suggesting that Nigerian female professionals generally perceive their competencies as being meaningfully engaged in their current roles.

Multinomial Logistic Regression Results

Table 4 presents the results of the multinomial logistic regression analysis, examining the relationships between four predictors, time for personal commitments (TMP), overall life satisfaction (LFS), family and social support (FAS), and skills development (SKD), and varying levels of job satisfaction (JOS). A job satisfaction score of 5.00 serves as the reference category. The model demonstrated a statistically significant improvement over the intercept-only baseline ($\chi^2(72) = 291.28$, $p < .001$), with Nagelkerke pseudo $R^2 = .509$, indicating that the model explains approximately 51% of the variance in job satisfaction category membership.

Table 4: Multinomial Logistic Regression Results, Balancing Personal and Professional Commitments and Job Satisfaction

JOS	Predictor	B	SE	Wald	df	p	Exp(B)	95% CI Lower	95% CI Upper
1.00	Intercept	13.606	2.635	26.660	1	< .001	,	,	,
	TMP	2.229	0.819	7.402	1	.007	9.292	1.865	46.293
	LFS	-3.057	0.723	17.899	1	< .001	0.047	0.011	0.194
	FAS	-0.538	0.578	0.867	1	.352	0.584	0.188	1.813
	SKD	-2.518	0.831	9.172	1	.002	0.081	0.016	0.411
2.00	Intercept	10.339	2.629	15.467	1	< .001	,	,	,
	TMP	2.952	0.807	13.389	1	< .001	19.148	3.939	93.081



	LFS	-3.139	0.722	18.881	1	< .001	0.043	0.011	0.178
	FAS	0.366	0.562	0.426	1	.514	1.443	0.480	4.338
	SKD	-2.395	0.824	8.443	1	.004	0.091	0.018	0.459
3.00	Intercept	7.119	2.793	6.498	1	.011	,	,	,
	TMP	1.598	0.848	3.552	1	.059	4.942	0.938	26.036
	LFS	-0.995	0.752	1.753	1	.185	0.370	0.085	1.613
	FAS	0.132	0.598	0.048	1	.826	1.141	0.353	3.681
	SKD	-2.530	0.867	8.520	1	.004	0.080	0.015	0.436
4.00	Intercept	4.636	2.948	2.474	1	.116	,	,	,
	TMP	2.092	0.891	5.518	1	.019	8.099	1.414	46.392
	LFS	-3.073	0.874	12.375	1	< .001	0.046	0.008	0.256
	FAS	1.121	0.678	2.731	1	.098	3.068	0.812	11.594
	SKD	-0.645	0.953	0.458	1	.499	0.525	0.081	3.398

Note. Reference category: JOS = 5.00 (highest satisfaction). TMP = Time for personal commitments; LFS = Overall life satisfaction; FAS = Family and social support; SKD = Skills development. Full model output including all JOS levels is available from the authors upon request. Source: Authors' Computation (2025).

Table 5: Model Fitting Information and Pseudo R-Square Statistics

Model	-2 Log Likelihood	Chi-Square	df	p
Intercept Only	2199.626	,	,	,
Final	1908.344	291.282	72	< .001

Note. Pseudo R-Square: Cox & Snell = .507; Nagelkerke = .509; McFadden = .132. Source: Authors' Computation (2025).

Table 6: Likelihood Ratio Tests

Effect	-2 Log Likelihood (Reduced Model)	Chi-Square	df	p
Intercept	2061.358	153.014	18	< .001
TMP	1950.774	42.430	18	.001
LFS	2005.311	96.967	18	< .001
FAS	1959.213	50.869	18	< .001
SKD	1947.987	39.643	18	.002

Note. Source: Authors' Computation (2025).



DISCUSSION OF FINDINGS

The regression results provide empirical support for three of the four hypotheses tested and yield important insights into the dynamics of work–life balance and job satisfaction among Nigerian female professionals.

In support of H₁, time allocated to personal commitments (TMP) was positively and significantly associated with higher job satisfaction across most modelled outcome categories (e.g., JOS = 1.00: $B = 2.229$, Wald = 7.40, $p = .007$, $\text{Exp}(B) = 9.29$; JOS = 2.00: $B = 2.952$, Wald = 13.39, $p < .001$, $\text{Exp}(B) = 19.15$). These findings suggest that when Nigerian female professionals have adequate personal time, their satisfaction with work is meaningfully enhanced. This finding resonates with prior scholarship emphasising the restorative function of personal time for employee well-being (Ojo et al., 2014a; Rashmi & Kataria, 2022) and underscores the importance of organisational policies that protect space for personal life outside of work.

In support of H₂, higher overall life satisfaction (LFS) was consistently and significantly negatively associated with job satisfaction across most job satisfaction levels (e.g., JOS = 1.00: $B = -3.057$, Wald = 17.90, $p < .001$, $\text{Exp}(B) = 0.047$; JOS = 2.00: $B = -3.139$, Wald = 18.88, $p < .001$, $\text{Exp}(B) = 0.043$). This counterintuitive finding may reflect a compensatory dynamic: women who derive substantial satisfaction from their personal and family lives may invest relatively less psychological energy in their professional roles, resulting in comparatively lower job satisfaction scores. Alternatively, it may indicate a spill-over effect in which robust personal fulfilment attenuates the perceived importance of professional achievement. This pattern merits further investigation in longitudinal and qualitative designs.

H₃, positing a positive association between family and social support (FAS) and job satisfaction, was not consistently supported across all job satisfaction categories. FAS reached statistical significance only at specific levels (e.g., JOS = 2.20: $B = 1.139$, $p = .038$, $\text{Exp}(B) = 3.13$), suggesting that the relationship between social support and job satisfaction may be contingent on the degree of job satisfaction being modelled, or mediated by other contextual factors. Whilst the overall pattern is positive in direction, H₃ is only partially supported.

In support of H₄, skills development (SKD) was significantly and negatively associated with job satisfaction across most job satisfaction levels (e.g., JOS = 1.00: $B = -2.518$, Wald = 9.17, $p = .002$, $\text{Exp}(B) = 0.081$; JOS = 2.00: $B = -2.395$, Wald = 8.44, $p = .004$, $\text{Exp}(B) = 0.091$). This finding suggests that, for Nigerian female professionals, the pursuit of skills development is associated with lower job satisfaction. A plausible interpretation is that engagement in skills development introduces additional pressures, including time demands, financial costs, and cognitive load, that compete with both professional performance and personal well-being. Another interpretation is that women who actively pursue skill development may have higher professional aspirations and, consequently, set a higher benchmark for what constitutes satisfying employment, resulting in lower relative satisfaction with their current positions. This finding has significant implications for talent development strategies within Nigerian organisations.



Practical Implications and Policy Recommendations

The findings of this study underscore the necessity of a collaborative, multi-stakeholder approach to creating environments in which Nigerian female professionals can thrive across both personal and professional domains. The following recommendations are directed at three key groups of actors.

For Individual Female Professionals

Develop and refine personal strategies: Invest in time management techniques, task prioritisation, and leveraging flexible work arrangements where available. Cultivate robust personal and professional support networks through deliberate relationship-building.

Advocate for professional advancement: Proactively communicate career aspirations and challenges to supervisors and colleagues. Seek mentorship and pursue professional development opportunities that align with long-term career goals.

Prioritise personal well-being: Engage consistently in evidence-based stress management practices, including physical exercise and mindfulness techniques. Recognise personal time as a professional resource, not a luxury.

For Organisations

Institutionalise supportive policies: Formalise flexible working arrangements, parental leave provisions, childcare assistance, and employee wellness programmes. Foster an inclusive, gender-responsive workplace culture that actively values the contributions of female professionals.

Challenge entrenched gender norms: Promote gender equality through targeted leadership development, equitable performance review processes, and proactive measures to address discriminatory practices within the organisation.

Monitor and evaluate interventions: Systematically collect and analyse data on the experiences of female employees, including satisfaction with work–life balance policies, and use these insights to inform iterative programme improvements.

For Policymakers

Advance gender equality legislation: Advocate for laws and regulations that enshrine gender equality in the workplace and mandate work–life balance provisions, particularly for professional women. Prioritise investment in childcare infrastructure and family support services as part of national human capital development strategies.

Foster public–private collaboration: Establish partnerships with organisations and civil society groups to develop and scale effective programmes supporting female professional development, and disseminate evidence-based best practices across sectors.

Sustain public awareness initiatives: Invest in national campaigns that highlight the structural challenges confronting Nigerian female professionals and champion cultural change towards more equitable domestic and professional role expectations.



CONCLUSION

This study has examined the strategies employed by Nigerian female professionals to manage competing personal and professional demands, the influence of these strategies on job satisfaction, and the mediating role of organisational support in facilitating this balancing act. Drawing on data from 412 female professionals across diverse industries in Nigeria, the study finds that whilst Nigerian female professionals actively deploy an array of adaptive strategies, including task prioritisation, time management, and the mobilisation of family and social support networks, balancing personal and professional demands remains a formidable challenge with measurable consequences for career progression and professional well-being.

The multinomial logistic regression results demonstrate that time allocated to personal commitments is positively associated with job satisfaction, whilst higher overall life satisfaction and greater engagement in skills development are each inversely related to job satisfaction. These findings point to complex resource competition between personal and professional domains, and to the nuanced tensions inherent in pursuing self-development within already demanding professional and domestic environments. Organisational support, manifested through concrete, institutionalised policies, plays a meaningful role in empowering female professionals; however, its effectiveness is constrained by broader societal and cultural forces that perpetuate unequal domestic burdens and restrict professional advancement.

This study contributes to the growing body of empirical research on work–life balance among female professionals in sub-Saharan Africa, offering quantitative evidence from a diverse, multi-sector sample that extends beyond the narrow occupational categories that have characterised much of the prior Nigerian literature. The findings offer actionable insights for individuals, organisations, and policymakers committed to fostering more equitable and supportive professional environments for women in Nigeria.

Limitations of the Study

Several limitations of this study warrant acknowledgement. First, the reliance on self-reported data introduces the possibility of response bias, including social desirability effects, which may influence the accuracy of participants' accounts of their work–life balance experiences. Second, although the sample spans multiple industries and geographic regions, the disproportionate representation of South-West Nigeria (58.3%) limits the generalisability of findings to all regions of the country, particularly the North, where distinct cultural and socio-economic dynamics prevail. Third, the cross-sectional nature of the design precludes causal inference; the observed associations between work–life balance strategies and job satisfaction cannot be interpreted as directionally definitive. Finally, the study does not account for sector-specific or organisation-specific factors that may moderate the relationship between work–life balance and job satisfaction.

Directions for Future Research

Future research should seek to address these limitations through several avenues. Longitudinal studies tracking the career trajectories of Nigerian female professionals over time would enable stronger causal inference regarding the effects of work–life balance strategies on career outcomes. Qualitative and mixed-methods designs would deepen understanding of the cultural nuances underpinning the quantitative patterns identified here.



Future research could also explore the role of individual-level factors, such as personality traits, self-efficacy, and emotional intelligence, in shaping how women manage competing demands across different organisational and cultural contexts. Additionally, comparative studies examining work–life balance dynamics across different Nigerian regions and sectors would provide more granular, contextually sensitive insights. The complex inverse relationship between skills development and job satisfaction identified in this study warrants particular attention in future investigations.

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