

EFFECT OF QUALITY WORK-LIFE ON ORGANIZATION COMMITMENT

Titilayo Adewuyi

Dept of Business Administration,
Ogun State Institute of Technology, Igbesa, Ogun State.

and

Ademola Joshua Adeniran

Dept of Business Administration,
Ogun State Institute of Technology, Igbesa, Ogun State.

ademolaadeniran820@gmail.com

+ 234 803 410 7198

Abstract

The purpose of this study is to examine effect of quality work-life on organizational commitment. The study drew participant from President Paint Nigeria Plc, Ogun State. Structured questionnaire was used to collect data from one hundred and fifty (150) respondents through judgmental sampling technique. The data were then presented in simple percentage frequency table while the hypotheses were tested using correlation co-efficient and OLS with the aid of Statistical Package for Social Science (SPSS, version 23). The result showed that there is a positive significant relationship between quality work life and organization commitment. Also reveals that there is a positive significant relationship between safe and healthy working conditions and organization commitment. The study also reveals that there is a positive significant relationship between opportunity for continued growth and security and organization commitment. Furthermore, adequate income and fair compensation have significant relationship with organization commitment. Therefore, It is recommended that the company should become more conscious in ensuring adequate and fairness in compensation, as compensation can strongly influence the employee satisfaction which in turn enhances the commitment of employees in organization. Also, organization will be able to increase its quality work-life

among the employees by providing more flexibility in the work assignments, working hour, and balancing the workloads.

Keyword: *Quality Work Life, Organization Commitment and Safe and Healthy Working Conditions*

Introduction

The idea of quality work-life has started to take root gradually within the special context of working conditions of industrialized societies towards the end of 1950's, and to focus on humanization of dimensions of work as well as improvement of working conditions for workers concentrating on the quality of the relationship between employees and working environment in the beginning of 1960's. 1960's was a period when the work-life was full of negativities, owing to Taylorist and Fordist influences, such as "objectification of labor", "deskilling", "dehumanization", "dehumanized conditions" and "alienation" (Hannif, Burgess, and Connell, 2008). Such conditions as job dissatisfaction, work alienation, depraved work environment and conditions, and wage inequality, which are results of the struggle between employees and employers, as well as global crises and political, social and economic changes require enterprises to try new and innovative methods. The only subject of these changes is "human beings", in other words "employees". within the context of this subject, "how to make work-life and employees more qualified" and "how to increase productivity and efficiency of the employees" have become an important subject matter particularly for developed countries. Thus, they have started to develop new programs where employees are actively involved and work safety and health issues are well-considered. Activities have been conducted to provide better working conditions for the employees so as to make organization's life longer and to improve productivity and efficiency. Organizations are continuously faced with the demand and supply challenges of the changing market.

High quality work-life (QWL) is essential for organizations to continue to attract and retain employees. Walton (1974) proposed the conceptual categories of quality work-life. Walton (1974) suggested eight aspects in which employee's perceptions towards their work

organizations could determine their quality work-life. Adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism, the total life space and social relevance. Employees with a low level of organizational commitment tend to be unproductive, and some become loafers at work (Morrow, 1993) Organizational commitment, if low, leads to high turnover intention and actual turnover. High turnover brings destruction to the organization in the form of direct and indirect cost (Allen and Meyer, 1996). And also a three component model is proposed by Meyer and Allen (1991). The three dimensions are as follows: Affective Commitment, Continuance Commitment, and Normative Commitment.

In recent years, the quality work-life (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of business organizations (Koonmee, Singhapakdi, Virakul and Lee, 2010). According to a research conducted by Normala and Dau (2010) indicate that there was a relationship between quality work-life and organizational commitment.

Therefore, this study is clearly to examine the impact on quality work-life and organizational commitment of employees and serve as input for the organization to assist in decision making, in identifying key work places issues in order to develop strategies to address and improve the quality of working life and to increase staff commitments to their organization.

Statement of the Problem

Quality work-life and organizational commitment are two most important and fundamental subjects in today's organizational behavior. Quality work-life has become one of the essential concerns among contemporary employees and employers. Metcalfe and Dick (2001) in their study conclude that “the low level of organizational commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behavior that has a negative effect on organizational commitment of subordinates”. Nowadays, individuals spend a great part of their lives in adulthood trying to get higher education degrees, job and, success in life. They have even delayed making a family. These individuals might be precious for their organizations, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place.

Cohen (2003) motivates that “lack of organizational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate”

Based on the above issues, the staff can experience poor quality work-life that lead to less commitment in their job. Therefore, the increase in quality work-life and organizational commitment can have a great impact on the level of interest, job satisfaction, willingness to stay, and organization performance. Based on the problem statement, this research is focusing on whether quality work-life significantly and positively relates to organizational commitment in President Paint Nigeria Plc.

Concept of Quality Work-Life

The concept “quality work-life” was first discussed in 1972 during an international labor relations conference. It received more attention after United Auto workers and General Motors initiated a quality of work-life program for work reforms. Robbins (1989) defined quality work-life as “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”. In other words, it refers to the relationships between a worker and his environment that can be broken into different dimensions like the social, technical and economic, in which the work is normally viewed and designed. Employees of General Motors used the expression “quality work-life” for the first time in late 1960s (Goode, 1989), to evaluate employees satisfaction. In the 1970s the ideal of quality work-life was conceived which, according to Walton, is broader than those earlier developments and sometimes include the “values that were at the heart of earlier reform movements”.

Quality work-life is not based on any theory. It is concerned with overall climate of work place; reduced supervision, increased self-regulation, and self-management which are pillars of quality of work life. Besides this, the theories of motivation and leadership provided a sound base for the concept of quality of work life. If the low-order needs are satisfied, people seek satisfaction for the higher-order needs.

According to Straw and Hecksher (1984) quality work-life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trust

worthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. Sirgy (2007) described quality work-life as “a construct which deals with the wellbeing of employees” and defines it as “employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the work place”. These individuals’ needs are described as health and safety needs, economic and family needs, and social needs, esteem needs, actualization needs, knowledge needs derived from the employee’s participation in the workplace. Consistently, Koonmee, Singhapakdi, Virakol, and Lee, (2010) described quality work-life as the perception to which the organizational environment meets the full range of employees’ needs regarding their well-being at work. Haskett (1997) define quality work-life as the feeling that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizational growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better quality work-life. Quality work-life is defined as the favorable condition and environment of employee’s welfare and management attitudes towards operational workers as well as employees in general (Islam and Siengthai, 2009).

Concept of Organizational Commitment

Organizational commitment (OC) can take a variety of forms and has the potential to power organizational effectiveness and employee well-being. Organizational commitment (OC) is defined as an employee’s level of identification and involvement in the organization (Simone, 2003). Johns (2005) defines OC as the extent that an individual accepts, internalizes, and views his or her role based on organizational values and goals. As to Porter, Steers, Mowday, & Boulian, (1974)., OC is defined as the relative strength of an individual’s identification with and involvement in a particular organization. According to Mowday Steers, and Boulian, (1979), OC entails three factors: 1) a strong belief in and acceptance of the organization’s goals and values, 2) a willingness to exert considerable effort on behalf of the organization and 3) a strong desire to maintain membership in the organization. Similarly, O’Reilly (1989) defines OC as “an individual’s psychological bond to the organization, including a sense of job involvement, loyalty, and belief in the values of the organization”. Organizational commitment from this point of view is characterized by employee acceptance of organizational goals and their willingness to

exert effort on behalf of the organization (Miller and Lee, 2001). In furtherance, Meyer and Allen (1991) define OC as reflecting three broad themes: Affective, Continuance, and Normative. Thus, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization.

Safe and Healthy Working Condition

It is widely accepted in our society as well as enshrined in law, that workers should not be exposed to physical conditions that are unduly hazardous or detrimental to their health (Walton, 1975). Thurman (1977) also mentioned health and safety as important aspects. Unsafe and hazardous working conditions cause problems to both employers and employees. There may be little advantage to the employer in the short term but in medium and long terms, it adversely affects the productivity. It is comprehensively accepted that employees should not be exposed to working condition, which can adversely affect their physical and mental health. Consequently, the results of employer concern, union action, and legislation have promoted favorable working situations through focus on noise, illumination, workspace, accident avoidance as well as the implementation of reasonable work hours and age limits for potential employees (Orpen, 1981). The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent quality work-life (Shahbazi, Shokrazadeh, Bejani, Malekinia, and Ghoromeh, 2011).

Adequate and Fair Compensation

The sum of money employees receive for their mental or physical work or both, according to social criteria, volume of work and similar jobs. This is fundamental to quality work-life. Human beings work for livelihood. Therefore, success of rests of the initiatives depends upon fulfillment of fair compensation. In view of the central importance of money to meet the needs of oneself and one's family, it seems very probable that incomes judged to be inadequate would be associated with health and satisfaction (Warr, 1987). There should be a uniform or consistent

payment guideline for employees to follow for registered social employees. Employees perceive high quality work-life jobs to have good benefits, pay well, provide assistance for planning their career and exist in a work environment and context that they perceive as fair (Huang, Lawler and Lei, 2007).

Theoretical Framework

Various theories have been advanced to explain quality work-life on organizational commitment. In this section relevant theories to this study are reviewed for better understanding of quality work-life. The theories are expectancy theory and equity theory.

Expectancy Theory

Expectancy theory is a contingency model, which states that there is no universal method of motivating people towards achieving organization objectives. This theory was propounded by Vroom (1964) in his study of “staff motivation and job satisfaction”. The major tenet of the theory is that whether a person works hard will depend essentially upon what he expects to get out of the effort put into work. Ushie, (2010) observed that the basic tenet of the theory is that human behaviour in a given situation is a joint function of the degree to which that behavior is instrumental in attaining an outcome and the subjective probability that the outcome will be forthcoming. Outcome may be positive such as good work environment, pay, security, manageable workload, trust etc or negative such as harsh work environment, non-payment of salary, and threat of dismissal among others. The key to expectancy theory therefore, is the understanding of an individual’s goal and the linkage between effort and performance; between rewards and individual goal satisfaction. Motivation of staff to work is closely affected by the amount of rewards that people derive from jobs, while their level of performance is closely affected by the basis for attainment of rewards. Individuals are satisfied with their jobs and are ready to put in their best for the attainment of organizational objectives to the extent that effective performance leads to the attainment of what they desire. In summary, expectancy theory indicates only the conceptual determinants of motivation and how they are related. It is however of value in understanding organizational behaviour and especially as will be applied in this study.

Herzberg's Two-Factor Theory

In his influential theory of work motivation, Herzberg (1968) proposes that human behaviour at work is determined by two different sets of needs – the need to avoid pain or discomfort and the need for personal psychological growth. Based on his research findings, this author concludes that some factors stand out as strong predictors of job satisfaction (achievement, recognition, work itself, responsibility and advancement), whereas other factors appear to cause job dissatisfaction when they are mismanaged (supervision, company policy and administration, salary, interpersonal relations and working conditions). While the former describe the person's relationship to what he does and are named motivators, the latter represent his relationship with the context or environment in which he does his job and are referred to as hygiene factors.

Furthermore, Herzberg (1968) suggests that the factors producing job satisfaction are separate and distinct from the ones resulting in job dissatisfaction and that they describe two uni-polar traits. To illustrate his point of view the author replaces the concept of job satisfaction with vision and the notion of job dissatisfaction with hearing. He insists that similarly to the relationship between the two attitudes increasing or decreasing light will have no effect on hearing and the opposite will also not work, because a completely different stimulus is involved in each situation respectively. Also, the effect on job satisfaction caused by the motivational factors endures longer in time in comparison with the avoidance of job dissatisfaction achieved through the hygiene factors which have to be monitored and improved continually.

Empirical Review

Kotze (2005) states that quality work-life has two objectives: “to humanize the workplace and to improve the quality of job experience of employees”, and “to improve productiveness and efficiency of the organization”. Thus, the quality work-life is both a response to the needs of employees as well as organizational needs, and a method or a series of measures to improve the conditions of working. A productive employee is a person who is efficient, who is devoted to his work and his organization, and who has ideal characteristics for an employee. Employees with lower quality work-life are people who lack motivation for work, fail to show good performance at work, are not committed to their employers and organizations, are generally late for work, and also who frequently change their jobs. Departing from the idea that the more committed the

employees are to the organization the stronger an organization gets, the organizations attach importance to prevent their employees resign from the organization, to have their employees strongly commit themselves to organizational goals and objectives, to have them show considerable effort, and to ensure a unity among their employees and the organization itself so as to sustain their efficiency, reputation and prestige in society. Therefore, the organizations are supposed to increase the quality work-life of their employees.

According to Sirgy, Reilly and Efraty, (2001), the quality work-life is ensured upon satisfaction of seven needs namely health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs. The quality work-life determined upon satisfaction of these needs with several dimensions shows a spillover effect, and becomes a critical factor and determinant in an employee's quality work-life as well as his job satisfaction, other areas of life and general life satisfaction. The higher an employee's quality of work-life, the more positive his feelings about the organization he works for. It is assumed that if a person is feeling positive about the organization he works for, this positive emotion results in organizational commitment (Sirgy, Reilly and Efraty, 2001).

Fair compensation is usually addressed in the human resource management strategic plan to support organization goals leading to organizational growth. Many organizations see financial compensation as a mediator to attract talented workers, motivate and increase the retention rate of their workers to stay with the organization (Ahmad, Toh and Bujang 2013). A proper compensation system may boost the workers' desire to stay with the organization, with job satisfaction and expectations, indirectly becoming higher (Munap, Mohd, & Abdul, 2013). In this context Riggio (2013) stated clearly that workers are motivated by money and material gains.

Mercer report (2003) also has indicated that with fair and equitable compensation, workers are more likely to stay with the organization. From research findings, it is clear that the element of financial benefits motivate workers. Malik, Danish, and Munir (2012) in their study in Pakistan found that the higher the amount of pay, the higher the job satisfaction. In relation, a study by Scott and McMullen (2010) showed 42% of the respondents agreed that the total reward strategies had a positive effect on employee engagement and reduced particular issues of the organization such as turnover, organizational justice and absenteeism.

Here, the emphasis is shifted from job to career advancement (Walton, 1973). Opportunity for personal growth includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means for career development or succession possibilities (Bertrand, 1992).

Quality work-life encompasses the career development practices used within the organisation such as placing clear expectations on employees on their expectations and succession plans. Careers arise from the interaction of individuals with organisations and society. Careers are not primarily a theoretical construct, but are used in meaningful ways given meaning it creates meaning and also experience. Careers are typically defined as a sequence of work roles or a sequence of a person's work experiences over time.

METHODOLOGY

The research design that was used for the study is quantitative, cross-sectional survey research design. The survey method was used for this study because it is not possible to study the entire population, thus, large size was selected from the whole population. The finding was generalized for the whole population. The relevant data was collected from the primary source specifically through structured administered questionnaires. The questionnaire was designed in such a way to provide the respondents the opportunity to provide first-hand data relating to the objectives of the study.

For the purpose of this study, the investigation was carried out among the staff of President Paint Nigeria Plc Lagos State. The staffs considered under this study are those who are currently working in the organization respectively as at the time of the research.

Below are the population sizes as at the time of this research. The study selects a sample size of one hundred and seventy-five (175) staff from the population of the staffs of President Paint Nigeria Plc using formula propounded Taro Yamane for sample size determination (Yamane, 1954).

$$n = \frac{N}{1+N (e^2)}$$

Where n = sample size

N = Population

E = Limit of error = 0.05

Applying the formula above to a population of 310 employees

n = ?

N = 310

e = 0.05

$$N = \frac{310}{1 + 310(0.5^2)}$$

$$n = \frac{310}{1 + 310(0.0025)} = \frac{310}{1.775} = 175 \text{ respondents}$$

n = 175 respondents

The instrument that is used in this study is a questionnaire form, which consists of questions intended to generate information relating to the variables of the study. The questionnaire form is divided in to two (2) sections (A and B). Sections A contain questions about the personal characteristics of the respondents while Sections B contains questions relating to finding answers to the research questions and the validation of hypotheses

The key variables in this study are quality work-life, safe and health working condition, organisational commitment, adequate and fair compensation and opportunity for growth and security, 6 items developed by Donaldson, Sussman, Dent, Severson and Stoddard (1999) was used to measure respondents quality of work-life, 5 items developed by Modway, Steers and Porter (1979), was used. Items were measured using a 5-point Likert-type scale was used to measure organizational commitment questionnaire.

4 items developed by Walton (1975) was used to measure respondents 'safe and health working condition, 4 items developed by Walton (1975) was used to measure respondents' adequate and fair compensation, 3 items developed by Walton (1975) was used to measured respondents' opportunity for growth and security. All the above variables were measured on a five likert scale of strongly disagree, disagree, agree and strongly agree.

The method used in presentation of data was the simple percentage method with tabular presentation. The data collected were analyzed using the Pearson Product Moment Correlation calculated automatically through the use of Statistical Package for Social Sciences (SPSS) version 23.0.

Factor analysis was used to test the validity of the questionnaire. To test the reliability of the likert scale, Cronbach's alpha was used to determine the internal consistency reliability of the elements.

RESULT AND DISCUSSION

In this study, questionnaire copies were administered to a sample of one hundred and seventy-five (175) respondents and one hundred and fifty copies of the questionnaire were returned and found useful. The results of the returned copies of the questionnaire are presented below:

Table 1: Section A: Bio Data of the Respondents

Response Rate		Frequency	Percentage
4.2.1 Gender	Male	90	60.0
	Female	60	40.0
	Total	150	100
4.2.2 Age	Less than 25years	35	23.3
	25-35 Years	43	28.7
	35 -45Years	33	22.0
	45 -55Years	23	15.3
	55 years Above	16	10.7
	Total	150	100
4.2.3 Marital Status	Single	70	46.7
	Married	60	40.0
	Others	20	13.3
	Total	150	100
4.2.4 Qualification	SSCE	30	20.0
	ND or Equivalent	30	20.0
	First Degree	47	31.3
	Master's Degree	27	18.0
	Others	16	10.7
	Total	150	100

4.2.4 Working Experience	1-5 years	55	36.7
	5-10years	45	30.0
	10-15years	30	20.0
	15 and above	20	13.3
	Total	150	100

Source: Survey 2022

Table 4.1 shows that 60% of the respondents are male while 40% are female. This implies that majority of the respondents are male.

Table 4.2 shows that 23.3% of the respondents are less than 25years old, 28.7% of the respondent are 25years but below 35years, 22% of the respondents are within the age of 35years but below 45years, while 15.3% of the respondents are within the age of 45years but below 55years while 10.7% of the respondent are 55years and above. This implies that majority of the respondents are 25years but below 35years of age.

Table 4.3 shows that 46.7% of the respondents are single, 40% are married, while 13.3% of the respondents belong to the others. This implies that majority of the respondents are single.

Table 4.4 shows that. 20% of the respondents are School certificate holders, 20% holds National Diploma or Equivalent, 31.3%are First Degree or Equivalent holders, 18%holdsMaster's Degree or Equivalent, while 10.7% of the respondents belong to others. This implies that majority of the respondents are First Degree holders.

Table shows that 36.7% of the respondents have been working in the organization less than 5 years, 30% have been working in the organization 5years but below 10years, 20% have been working in the organization for 10years but below 15years. While 13.3% have been working in the organization for 15years and above. This implies that majority of the respondents have been working in the organization for a long period of time of 5years but less than 10year

Test of Hypotheses

For the purpose of testing the hypotheses, statistical tool used Pearson correlation coefficient

Hypothesis One

H₀₁: There is no significant relationship between quality work-life and organizational commitment.

Table 4.6: Correlations

		Quality Work-Life	Organization Commitment
Quality Work-Life	Pearson Correlation	1	.990**
	Sig. (2-tailed)		.000
	N	150	150
Organization Commitment	Pearson Correlation	.990**	1
	Sig. (2-tailed)	.000	
	N	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2022.

In line with the first hypothesis, the correlation coefficient of the relationship between quality work-life and organizational commitment is 0.990 with 0.000 probability of error at 1% level of significance. This implies that there is a strong positive relationship between quality work-life and organizational commitment.. The implication of this is that the null hypothesis, which states that there is no significant relationship between quality work-life and organizational commitment, would be rejected in favour of the alternative hypothesis. The conclusion therefore is that there is a significant relationship between quality work-life and organizational commitment.

Hypothesis Two

H₀₂: There is no significant relationship between safe and healthy working conditions and organizational commitment

Table 4.7 Correlation

		Safe and Healthy Working Conditions	Organizational Commitment
Safe and Healthy Working Conditions	Pearson Correlation	1	.989**
	Sig. (2-tailed)		.000
	N	150	150
Organizational Commitment	Pearson Correlation	.989**	1
	Sig. (2-tailed)	.000	
	N	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2022.

In line with the first hypothesis, the correlation coefficient of the relationship between safe and healthy working conditions and organizational commitment is 0.989 with 0.000 probability of error at 1% level of significance. This implies that there is a strong positive relationship between safe and healthy working conditions and organizational commitment. The implication of this is that the null hypothesis, which states that there is no significant relationship between safe and healthy working conditions and organizational commitment, would be rejected in favour of the alternative hypothesis. The conclusion therefore is that there is a significant relationship between safe and healthy working conditions and organizational commitment.

Hypothesis Three

H₀₃: There is no significant relationship between adequate income and fair compensation on organizational commitment

Table 4.8 Correlation analysis

		Adequate income and fair compensation	organizational commitment
Adequate income and fair compensation	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	150	150
organizational commitment	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	150	150

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2022.

In line with the first hypothesis, the correlation coefficient of the relationship between adequate income and fair compensation and organizational commitment is 0.983 with 0.000 probability of error at 1% level of significance. This implies that there is a strong positive relationship between adequate income and fair compensation and organizational commitment. The implication of this is that the null hypothesis, which states that there is no significant relationship between adequate income and fair compensation and organizational commitment, would be rejected in favour of the alternative hypothesis. The conclusion therefore is that there is a significant relationship between adequate income and fair compensation and organizational commitment.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The summary focused on inferential findings as described below

- The study reveals that there is a positive significant relationship between quality work life and organization commitment.
- The study also reveals that there is a positive significant relationship between safe and healthy working conditions and organization commitment.
- The study shows that there is a positive significant relationship between opportunity for continued growth and security and organization commitment.
- The study reveals that adequate income and fair compensation has a significant relationship with organization commitment

Conclusions

The study conclude the following:

The study concludes that there is a relationship between quality work-life and organization commitment. This implies that the quality work-life is good.

Also, there is a positive significant relationship between safe and healthy working conditions and organization commitment. This implies those employees are satisfied with safe and healthy working conditions of the company.

The study concludes that there is adequate income and fair compensation has a significant relationship with organization commitment. This implies that majority of the employee are satisfied with adequate income and fair compensation.

Finally, there is positive relationship between opportunity for continued growth and security and organization commitment. This implies that majority of the employee are satisfied on opportunity for continued growth and security.

Recommendations

The recommendations for the management and policy makers are as follows:

- Firstly, the company should become more conscious in ensuring adequate and fairness in compensation, as compensation can strongly influence the employee satisfaction which in turn enhances the commitment of employees in organization.
- The organization should emphasize on developing human capacities by focusing on training programs, skill development programs, and by providing authority and power to the employees. Besides, skill development program not only ensure increased employee productivity but also it can have impact on employee job satisfaction and organizational commitment as it can increase the chance of job promotion and performance based incentives.
- The organization will be able to increase its quality work-life among the employees by providing more flexibility in the work assignments, working hour, and balancing the workloads.

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