

Quality of Work-Life and Organizational Commitment in Public Sector Organizations in Rivers State

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Abstract: This study investigated association of Quality of work-life and organizational commitment in public sector organizations in Rivers state. We employed a cross sectional survey with a target population of 797 of selected public sector organization. The non-probability sampling technique was adopted, the sample size for the study is 266 using Taro Yamen's formula. 229 questionnaires were useful for data analysis. Spearman's Rank Order Correlation Coefficient was used as a statistical tool to test the hypotheses with the aid of SPSS. The study found that a positive association exists between the two constructs. We concluded that QWL enhances organizational commitment which are positive behaviours and that cooperate culture play a very significant role in both variables since it determines how the organization is perceived. It was finally recommended that management should place as a priority the welfare and well-being of its employees and emphasize on the various aspect of compensation and employee well-being through the effective implementation of policies and guidelines.

Keywords: Quality of Work life, Organizational Commitment, Adequate & Fair Compensation, Growth & Security, Affective Commitment, Continuance Commitment, Corporate Culture.

I. INTRODUCTION

Human Resources Management have in its heart the concept of organizational commitment. Indeed, the idea for introducing the policy is to put together various promises to enable better solution happen as a result of another event (Meyer & Herscovitch, 2001), this can be attributed to potent contributions by employees and their commitment to set values, beliefs and principles of the organization and it's directly imperative to organizational effectiveness. According to Allen & Meyer (2007), Sinclair, Jennifer & Cullen (2006), an employee willing to work hard possesses a strong sense of self-integrity and self-confidence that leads to sharing the credit for success.

Sinclair et al. (2006) observe that organizational commitment although stemming from intrinsic factors and feelings, affects the work and performance level of the worker. This is as studies (Martel & Dupius, 2006; Allen & Meyer, 2007) assert the necessity for employee commitment as imperative for organizational competitiveness, effectiveness and survival. The individual, who works for an organization, is expected to not just work for the organization, but to also express willingness to work hard in the organization (Cohen, 2003); hence, commitment can be considered as an index whereon data on employees' degree of involvement in the organization can be observed or ascertained given its measurable work related characteristics.

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According to Martel and Dupius (2006), employees with greater commitment to the organization produce successful result and that organizational commitment minimizes unwanted behavioural expressions such as lateness to work, absenteeism, and turnover. Similarly, Steyrer and Lang (2008) observe that employees commitment guarantee his lasting for a long time and also taking part in the activities of the organization.

Allen and Meyer (2007), further stated that sacrifices made by employees by evaluating the capabilities of the organization to encourage their taking part & more effort in organizational activities, can say to increasing interest of the employee and motivation for serious participation, hence, we could say employees' behaviour can be affected by organizational commitment. They encompassed what can be described as Affective, Continuance and Normative. With this it is assumed that employees displaying each component will remain in an organization because they want to, need to or ought to (Allen & Meyer, 2007).

It was seen by Cohen (2003), as a force that brings together for an important action to meet goals and it also relates to Arnold (2005) definition of organizational commitment which is an employees' identification and involvement in the organization. Miller (2003), further emphasized that it is an employees' show of interest in line with goals/values of the organization.

The focus of quality of work-life rooted towards the end of 1950's was focused on better working conditions, solving problems associated with employees in the environment. According to Hannif, Burgess and Connell (2008), job dissatisfaction, work alienation, deprived work environment, global crises, political, social and economic changes, salary difference resulting to disparity between the organization and its workforce in trying new and innovative methods.

An employee who is happy tend to be productive, dedicated and committed. Employers' inability to manage these leads to change in employees' behaviour in terms of their performance, turnover, satisfaction and personal alienation.

Garmabdari (2010), discovered that a trusted tool like quality of work-life influences organizational commitment and it has also become important because of its demands in family structure and today's business environment.

Several studies (Rose, Beh, Uli & Idris, 2006; Garmabdari, 2010; Akedere, 2006) have sort to link the variables, showing it as an important factor in improving the capacity of employers to bring in and ensure employees' stay and meet expectations (Akedere, 2006; Drobnic, Behan & Prag, 2010); while others emphasized on the content and characteristic of the jobs and role expectations (Rose, Beh, Uli & Idris, 2006; Garmabdari, 2010) with regards to enhancing organizational commitment; however little has been done as regards the investigation of this relationship during a particular period of time in the Nigerian socio-economic setting, given the possibility of cultural variability in terms of beliefs, norms and value systems. This is made obvious by the exiguous amount of research in this regard; hence this study is a point of departure from previous research, examines the association between the two variables under study in public sectors in Rivers State, Nigeria.

Statement of the Problem:

Most organizations today face performance and goal constraints resulting to poor levels of commitment in the organization coupled with growing consistency of employee complaints, absenteeism, disregard for the physical assets of the organization and nonchalance in dealings with customers and other stakeholders; there is the need to address these outcomes with regards to expectations of organizational effectiveness and efficiency (Beck and Wilson, 2000). Allen and Meyer (2007) opine that the crisis and disharmony experienced by most organizations today can be linked to poor levels of organizational commitment; this is as instances of discontent and lack of commitment have been revealed to cripple productivity and negatively affect the competitiveness organizations.

In Nigeria; especially in the public service sector; the growing instances and events of workers lateness to work, laxity with regards to role expectations as well as poor service and content delivery have dominated most employee work attitude related research (Akedere, 2006). Previous studies (Rose, Beh, Uli& Idris, 2006; Drobnic, Behan & Prag, 2010) suggest a strong association between the nature, content and characteristic of the job relative to employee expectations and hence satisfaction, identification and thus commitment to the job; for as observed by Akedere, (2006) in spite of

higher levels of job security and career opportunities, the Nigerian public service sector is yet riddled with cases of nonchalance, abuse of public or organizational properties and assets as well as poor service.

According to Sirgy, Efraty, Siegel and Lee (2001), poor organizational commitment is the weak and inadequate integration of quality and meaning into the work-life and jobs of the employees whereon most find their roles monotonous, uninteresting, stressful and boorish; hence a the tendency for employees to be disenchanting, discontented and to be emotionally withdrawn from the organization and its activities; based on these assertions, the study examines quality of work-life on organizational commitment with a moderating variable of organizational culture in public service sector of Rivers State, Nigeria.

II. SIGNIFICANCE OF THE STUDY

The study will guide policy makers in formulating Human Resource policies that will enhance organizational commitment. It will serve as a platform for further research and investigations on the subject area. Its findings will add to the existing research assertions as regards the relationship between the study variables and finally, it will enable businesses/investors to formulate strategies on determining the opportunity and challenges of influencing the organizational market share, sales volume, productivity, net worth and profit margins.

The result of this study will further enhance and facilitate the innovative and modification strategy on how to increase employee commitment thereby reducing turnover intentions and enhancing positive work-related behaviors. Also, this research work will be beneficial to the small and medium scale enterprise, agricultural firms, and non-governmental organization.

Research Hypothesis:

The research hypotheses for this study have been formulated as follow:

HO₁: There is no significant relationship between adequate pay and fair compensation and affective commitment.

HO₂: There is no significant relationship between adequate pay and fair compensation and continuance commitment.

HO₃: There is no significant relationship between growth and security and affective commitment.

HO₄: There is no significant relationship between growth and security and continuance commitment.

HO₅: The culture of the organization does not significantly moderate the relationship between quality of work-life and organizational commitment.

III. REVIEW OF RELATED LITERATURE

The theoretical basis and premise upon which the association between the two constructs is looked can be drawn from the social exchange theory (Okpu, 2012; Rupp, & Cropanzano, 2001). According to Blau (Cited in Okpu, 2012), it can be described as a theory that has an effect on important conceptual paradigms for understanding and evaluating workplace interactions and relationships. Its concept and evolution has led to areas of anthropology, social psychology and sociology as far back as 1920s. Various researchers (Perugini, Gallucci, Presaghi, & Ercolani, 2003; Konovsky, 2000) have come to an agreement that its comprises employee's working together which facilitates and enhances obligations and reciprocations; as a result of this, it is seen as depending on each other to achieve various exchanges within the workplace (Okpu, 2012; Rupp, & Cropanzano, 2001).

It also emphasizes depending on each other have the ability and tendency of generating good relationships on a particular circumstance. It has also served as a theoretical base for diverse areas of social research such as social power, networks, board independence, organizational justice, workers commitment, organizational citizenship behaviour, psychological contracts, and leadership, among others (Rupp, & Cropanzano, 2002).

Quality of work-life can be described as a program designed to increase and strengthen employee satisfaction, workplace learning and help them manage change and transition by carrying out a study (Saraji and Dargahi, 2006). It was also seen by Lau, Wong, Chan and Law (2001), as a situation of supporting and promoting satisfaction through rewards, career growth and job security in a conducive work environment.

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According to Cumming & Worley (1997), Hosseini & Jorjatki (2010), it is a concept that looks at the employees feelings and wellbeing at the workplace and also that achieving good quality of work-life, one doesn't have to only consider career achievement, career satisfaction, career balance it could be a crucial way to get job enrichment and motivation which gives employees pay more attention to fair pay, growth opportunities and promotion.

According to Sirgy et al., (2001), authors, management scholars and psychologists have over time not been able to give a clear description of the construct other than as it is to do with caring for employees' welfare. It's history can be traced back to 1960s as a concern to care for employees welfare, during the 1980s aspects such as employee's job satisfaction and productivity, reward system, rights and work environment were of priority (Cummings and Worley, 2005).

Green (2006) opines that human beings work for livelihood hence this dimension is fundamental to the independent variable. It is also advisable and proper that salaries of employees' should be adequate and consistent with others. This is as the fairness of the wage can be considered important in measuring the quality of work-life. A fair wage is generally considered as reflecting a clear connection between the workers contribution to the performance of the organization and pay (Green, 2006).

Cohen (2003), opined that this concept has been found to be directly related to organizational behaviour going with the numerous work on its relationship and association in the workplace and also in the literature of industrial psychology. In their study, Porter, Steers, Mowday and Boulian (1974), viewed it as an attitudinal, which embraces identification, involvement and loyalty. It binds to taking part in a relevant course of action in three forms, affective, normative and continuance (Meyer and Herscovitch, 2001). They further argued that commitments can be seen in both focal and discretionary behaviour. Where a focal behaviour could be said to pointed to the concept of commitment as such the three forms will predict it. It binds an employee to maintain a membership in the organization, meanwhile discretionary is optional to employees having the flexibility to determine their commitment. Commitment can be seen as cognitive and affective according to Meyer and Lynne (2006). Affective comprised of whatever feelings while cognitive comprised of behavioural terms and bases of commitment.

In their study, Sirgy et al., (2001), Virakul and Huang (2007), Sirgy, Reilly and Efraty (2008), there exist a positive significant relationship between organizational commitment and quality of work-life in the sense that employees' feel comfortable and happy when their needs are met by the organization. It is one of the most crucial part of firms commitment when employers respond to the needs of its employees (Rhoades and Eisenberger, 2002). Humanizing the workplace and improving productivity & efficiency of the organization can be seen as two major aims of QWL by Kotze (2005), balancing the need of employees with that of the organization and also fostering measures to make them work. According to Efraty, Sirgy and Siegel (2000), Motivation to work, ability to show good performance at work are characteristics of employees who have good quality of work-life and generally committed to their work.

IV. RESEARCH METHODOLOGY

The population for this study thus comprises of 797 employees of the main branches or head offices of five (5) selected public sector organizations in Rivers State, Nigeria (see table 4.1). This includes all permanent or fully employed staff of the selected organizations inclusive of top management, middle management, supervisory level and workmen.

Table 4.1: Public Organizations and Population Size

S/N	Organization	Population	Sample Size
1.	National Youth Service Corps	157	52
2.	National Emergency Management Agency	30	10
3.	National Orientation Agency	120	40
4	National Identity Management Commission	102	34
5	Federal Road Safety Commission	388	130
	TOTAL	797	266

SOURCE: Human Resource Departments of these Organizations, 2015

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S/NO	NAME OF ORGANISATION	SAMPLE SIZE	
1.	National Youth Service Corps	$\frac{266 \times 157}{797}$	= 52
2.	National Emergency MGT Agency	$\frac{266 \times 30}{797}$	= 10
3.	National Orientation Agency	$\frac{266 \times 120}{797}$	= 40
4.	National identity MGT Agency	$\frac{266 \times 102}{797}$	= 34
5.	Federal Road Safety Commission	$\frac{266 \times 388}{797}$	= 130

Thereafter respondents are selected from each organization using the probability simple random sampling method given the equal chance of selection it offers every element of the population (Sekaran, 2003).

Presented in table 4.2 is the internal (Cronbach alpha) reliability result for the study.

Table 4.2 Cronbach Reliability

	Dimensions	Cronbach alpha	No. of items
Quality of Work-life	Adequate and fair compensation	.835	4
	Growth and Security	.702	4
Organizational Commitment	Affective Commitment	.988	5
	Continuance Commitment	.919	5
Corporate culture		.842	12

Source: Research Data, 2015

Illustrated using table 4.1 above is the reliability result for each variable using the Cronbach alpha reliability test. The results are an indication of consistency and scale repeatability as all variables carry Cronbach coefficients above 0.70.

Table 4.3 Descriptive for Adequate and Fair Compensation

Indicators	N	Minimum	Maximum	Mean	Std. Deviation
My organization pays adequate salary in comparison with cost of living [Compen1]	229	1.00	5.00	4.2031	.83086
I am paid a fair salary in comparison with my ability [Compen2]	229	1.00	5.00	4.2239	.98809
Salaries are paid promptly [Compen3]	229	1.00	5.00	4.8817	.91850
I have the mental attitude to continue in the job regardless of the pay [Compen4]	229	1.00	5.00	4.2182	.88012
Valid N (listwise)	229				

Source: Research data, 2015

Table 4.3 above illustrates the descriptive statistics for the indicators of Adequate and Fair Compensation which is the first dimension of the predictor variable: quality of work-life and is scaled on a 5 – point Likert scale with indicators carrying mean scores $x > 3.0$ indicative of substantial agreement and affirmation to the experience and practice of the variable (growth and security) within the target organizations.

Table 4.4 Descriptive for Growth and Security

Indicators	N	Minimum	Maximum	Mean	Std. Deviation
Promotion opportunities exist in my organization [security1]	229	1.00	5.00	4.2887	.84556
There is opportunity for personal improvement in my organization [security2]	229	1.00	5.00	4.2812	.86941
Employees feel secure with their jobs in my organization [security3]	229	1.00	5.00	4.4055	.85332
The rate at which employee’s leave my organization is high [security4]	229	1.00	5.00	4.1702	.73944
Valid N (listwise)	229				

Source: Research data, 2015

Table 4.4 above illustrates the descriptive statistics for the indicators of growth and security which is a dimension of the predictor variable: quality of work-lifewhich is scaled on a 5 – point Likert scale with all four indictors on the instrument bearing mean scores of $x > 3.0$ indicative of substantial agreement and affirmation to variable (growth and security) presence and practice.

Table 4.6 Descriptive for Affective Commitment

Indicators	N	Minimum	Maximum	Mean	Std. Deviation
I would be very happy to spend the rest of my career with this organization [Affective1]	229	1.00	5.00	4.2261	.80020
I enjoy discussing my organization with people outside it [Affective2]	229	1.00	5.00	4.2300	.86122
I really feel as if this organization’s problems are my own [Affective3]	229	1.00	5.00	4.1017	.82229
I do not feel like part of the family at my organization (R) [Affective4]	229	1.00	5.00	4.2102	.75071
I do not feel emotionally attached to this organization (R) [Affective5]	225	1.00	5.00	4.1021	.82819
Valid N (listwise)	229				

Source: Research data, 2015

Table 4.6 above illustrates the descriptive statistics for the indicators of affective commitment which is the first measure of the criterion variable: organizational commitment and is scaled on a 5 – point Likert scale with the five (5) indicators carrying mean scores $x > 3.0$ indicative of substantial agreement and affirmation to their feelings and expressions of the variable (affective commitment) within the target organizations.

Table 4.7 Descriptive for Continuous Commitment

Indicators	N	Minimum	Maximum	Mean	Std. Deviation
It would be very hard for me to leave my organization right now, even if I wanted to [Cont1]	229	1.00	5.00	4.1572	.89917
I am not afraid of what might happen if I quit my job without having another one lined up [Cont2]	229	1.00	5.00	4.0699	.80263
It wouldn't be too costly for me to leave my organization now [Cont3]	229	1.00	5.00	4.1354	.91958
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives [Cont4]	229	1.00	5.00	4.1310	.82204
Right now, staying with my organization is a matter of necessity as much as desire [Cont5]	229	1.00	5.00	4.2576	.93142
Valid N (listwise)	229				

Source: Research data, 2015

Table 4.7 above illustrates the descriptive statistics for the indicators of continuous commitment which is the second measure of the criterion variable: organizational commitment and is scaled on a 5 – point Likert scale with the five (5) indicators carrying mean scores $\bar{x} > 3.0$ indicative of substantial agreement and affirmation to their feelings and expressions of the variable (continuous commitment) within the target organizations.

V. CONCLUSION

The conclusions of this study are premised on the results of its empirical activities which reveal that there exist a considerable and significant association between quality of work-life and organizational commitment and also that corporate culture significantly moderates the relationship between the study variables; thus we assert specifically that:

1. Adequate and fair compensation to a great extent influences organizational commitment and thus affects how employees are affectively committed or their level continuance commitment to the organization. This is as attributes of adequate and fair compensation such as adequacy of salary with reference to cost of living, adequacy of compensation in line with expended effort and time on the job, and prompt payment of salaries are identified to be preeminent factors of the organization in line with its compensation systems and as such motivate the workers to be more committed and focused on their role expectations and the achievement of the overall goals and objectives of the organization.
2. Growth and security is highly associated with organizational commitment and considerably influences its measures such as affective commitment and continuance commitment; this is as growth and security indicators such as the availability of promotion opportunities, opportunity for personal improvement, perceptions of job security and turnover intentions are observed to translate into outcomes of commitment which reflect levels of affection and emotional attachment to the organization or continuity as a result of lack of other options or alternatives.
3. Corporate culture is a significant moderator of the relationship between quality of work-life and organizational commitment; this assertion is based on the evidence as indicators of corporate culture which reflect involvement and participation in the affairs of the organization, fair treatment and recognition, shared mission and clarity of objectives as well as beliefs and values are observed to impress on employee perceptions various characteristics and attributes of the workplace which in turn affects the behavioural dispensation and commitment levels of the employee.

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