

## QUALITY WORK LIFE AND ORGANIZATIONAL COMMITMENT OF OIL SERVICING FIRMS IN RIVERS STATE

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### ABSTRACT

*The objective of this paper is to investigate the impact of quality work life and organizational commitment of oil servicing firms in Rivers State. The objective of the study was to empirically investigate the relationship between quality work life and organizational commitment. This study adopted quantitative research design using a survey method. The study population comprised of ten (10) selected oil servicing firms in Rivers State. The total of (100) respondents which was made up of management staffs of deposit money banks was sampled for the study. After data cleaning, a total of 87 respondents was sampled for the study. The Spearman Rank Correlation statistical tool via SPSS version 17.0 was adopted in testing the relationship between the variables under study. The findings revealed a significant and positive relationship between quality work life and organizational commitment of oil servicing firms. The paper concludes with recommendation that employers are enjoined to, at all times, take innovative proactive approach to the issue of staff welfare. Even if they are prescribed in law, the employer can exceed what the law prescribed especially if the workers are doing their bits and growing the business through their massive hard work and productivity*

**Keywords:** *Quality work life, organizational commitment, safe working condition, fair compensation, affective, continuance commitment*

### INTRODUCTION

The need to provide a safe work environment for employees has had a long history in human resource management. In Beer et al.(1994) model of human resource management, it is acknowledged that work systems cannot only affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers' well being, there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. Conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigour that may translate to higher productivity.

Oil company workers in Nigeria are essential to the means of production (Drucker, 2010); they deserve to be treated with respect and given proper welfare packages and incentives (Noguera, 2005). These will improve their sense of worth, boost their self-esteem, financial status and act as, a sort of motivation to drive them to have more passion for their job, increasing their productivity (Thorsen, 2006). This is what is expected to be pursued by oil company employers who look beyond instant profit making as opposed to enduring sustainable business earning of profits in perpetuity (Deeprise, 2006). Lack or inadequate welfare packages and other incentives leads to poor worker's motivation which greatly affect their outcomes and productivity hence, there is need for employers to give staff welfare package and other incentives for the benefits of the employees, employers and the organisation (Okereke and Daniel 2010). Brenner(2004)assert that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. However, the survey revealed that corporate executives from various industries disclosed that many organizations do not fully leverage their physical work environment to enable increase collaboration, innovation and improve work effectiveness. It is also observed that employees tend

to be more productive in a well-facilitated work environment. Moreso, the quality of comfort derivable from work environment determines the level of satisfaction and productivity of workers. Workers productivity cannot be optimal, if the conditions of work environment are not favourable. The existence of various changes that occurred in the organization influenced to workers behavior. Workers feel threatened, anxious, and uncomfortable because of the potential influence changes in working condition. Instability of employment status and income level allowed to work pressure, job dissatisfaction, strike, skipping, changing jobs and so on can affect and cause phase decreased quality of work life (QWL) Good working conditions foster and reinforce quality work life. The obvious is that where working conditions are adverse, achieving workers' fulfilment and happiness becomes elusive. The affluent conditions and quality of life of other workers employed in private firms, and those of workers in well off economies which the Nigerian worker in public employ is aware of compounds the woes and further hampers performances.

### **Statement of the problem**

The issues surrounding welfare and good quality of life for workers who are used in productive activities but denied basic social economics incentives to improve their quality of life are becoming more challenging and controversial these days (Bowen, 2013). These issues often result into conflicts leading to union members declaring dispute which may culminate to strike actions or lock-outs (Stiglitz et al. 2009). Although there are ample laws that have been put in place to compel employers to provide welfare packages to the employees, implementation and enforcement are the major impediments to the realisation of the provisions of the laws (Weiler, 2009). Most times, employees renege in their promises to provide welfare knowing very well that employees are vulnerable and would rather keep silence in the face of blatant violation of their rights to welfare than face the reprisal (Little, 2001). Lack of or inadequate welfare package to the employees limits the social and organizational conditions of workers and impact on their productivity (Elson and Pearson, 1981). It could impact also on the team spirit which according to Vallas (2003) limits " the firm's ability to provide an overarching normative or moral framework within which workplace change might unfold, leaving team systems vulnerable to anomie tendencies, to status distinctions among hourly employees, and to other sources of instability"

### **Objective of the study**

The following objectives are hereby stated;

1. To examine the extent of relationship between safe working condition and organizational commitment of oil servicing firms in Rivers State.
2. To examine the extent of relationship between fair compensation and organizational commitment of oil servicing firms in Rivers State.

### **Hypotheses**

**Ho<sub>i</sub>:** There is no significant relationship between safe working condition and affective commitment

**Ho<sub>e</sub>:** There is no significant relationship between fair compensation and continuance commitment

### **Theoretical Framework**

Organizational change leading to task effectiveness of micro entities through utilization and unfolding of human potential. Some evidence of the rising tide interest in the quality of work life issue is the fact that the second International Conference on quality of work life held in Toronto in 1981 attracted 1,500 participations. The 200 unionist and 750 management people combined outnumbered academicians, consultants and government officials in attendance. Quality is no more a specialized word but has become a necessary and a must work for the best endurance. In this era, Quality of human inputs is the greatest asset to any organization. Rise in the quality of work life would help employees' well being thereby the well being of the whole organization. This is an attempt to capitalize the human assets of the organization. Quality of work life has its roots in the theories of Maslow, Herzberg and McGregor. The needs for fulfilment as that of Abraham Maslow's motivational theory of needs hierarchy are comparable with those of the factors of QWL. Basic needs like monetary benefits come first, following with good working conditions. Later it came-career planning, growth and development of human capabilities to satisfy. Maslow's esteem needs are comparable with opportunity to use and develop human capabilities. Lastly challenging work is advocated by Walton to satisfy self actualization need in need hierarchy. QWL concerns itself with satisfying both hygiene factors and motivators as identified by Herzberg to improve the work life of employees. The assumptions of McGregor can be divided into two sets i.e., those under, Theory V and those under Theory Y` gave realization of changing attitudes values and work culture of employees. QWL assumes that all employees basically belong to Theory Y'. Thus, it is evident that the QWL has had its origin in these theories of motivation,

### **Quality Work Life (QWL)**

Quality of Work Life refers to the favourableness or unfavourableness of a job environment for people. QWL means the sum total of values, both material and nonmaterial, attained by a worker throughout his career life. This includes aspects of work-related life such as wages and hours, work environment, benefits and services, career prospects and human relations, which is possibly relevant to worker satisfaction and motivation. (Bindu and Yashika, 2013). A study made by Arif and Ilyas (2013) quoted a previous study made by Edwards, et. al., (2009) found that QWL is a subjective construct of organizational, human, social aspect and in-dissociable relationship between quality of life and quality of work life. QWL is what will differentiate good

companies from poor companies. The concept allows the company to value employees more than just internal customers, and appreciate the concept of "employee first and the customer second" (Collins and Smith, 2006) as cited by Arif&Ilyas (2013).

Parvar, et al. (2013) stated that the term Quality of Work Life was initially introduced in the late 1960's as a way of focusing on the influences of employment on worker health and general well-being, and a way to increase the quality of a person's on the job experience (Bowditch and Buono, 2005) as cited by Parvar, et al. (2013)

A study made by Sajjad and Abbasi (2013) defines QWL as an employee's reaction to their job, especially its personal consequences in satisfying the needs and mental health. Sajjad and Abbasi also stated a finding from a previous research made by Feldman (1993) that defines QWL as the quality of relationship between the staff and with the total working environment. He reminds that in the programs and the activities that is conducted to enhance the quality of work life, along with technical and economic aspects which are more concern to the organizations, human affairs should also be considered. Quality of work life also emphasizes on organization's ability in fulfilling individuals' important needs through experiences. Therefore, QWL is the satisfaction level of an employee towards their job which supported by basic needs and moral support by the organization. This reflects the outcome and productivity of an employee towards their organization. This QWL consist of a few factors that include a safe and healthy environment, social, security and fair compensation. QWL is highly related with the commitment of an employee. Thus, QWL is important to make an organization to develop and grow more.

A study by Parvar, et al. (2013) refers from a previous study made by Walton (1974) explains that QWL is backed by eight conditions of employment. These eight conditions can be used to measure QWL. The conditions include adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, constitutionalism, social integration, and social relevance. These eight factors will contribute a good QWL and reflects on the organizational commitment (OC) of an employee. As the result in the study, it shows that QWL significantly influences OC.

## **Dimensions of Quality Work Life**

### **Safe working condition**

It is widely accepted in our society as well as enforced by 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 to 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 QWL (Shahbazi et al., 2011)

### **Fair compensation**

The sum of money employees received for their mental or physical work or both, according to social criteria, volume of work and similar jobs. This is fundamental to QWL. Human beings work for livelihood. Therefore, success of rests of the initiatives depends upon fulfillment of this. 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 QWL jobs to have god benefits, pay well,

provide assistance for planning their career and exist in a work environment and context that they perceive as fair (Huang et al., 2007).

### **Organizational Commitment (OC)**

Organizational commitment can take a variety of forms and has the potential to power organizational effectiveness and employee well-being. Organizational commitment 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's (1974), OC is defined as the relative strength of an individual's identification with and involvement in a particular organization.

According to Mowday et al., (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 the 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).

On the other side of definition, 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. According to Chow (1994), OC can be conceived as the degree to which employees identify with their organization and the managerial goals, and show a willingness to invest effort, participate in decision-making, and internalize organizational values. Commitment is a force that binds an individual to a course of action of relevance to one or more targets. This general description of commitment relates to the definition of organizational commitment by Arnold (2005) namely that it is "the relative strength of an individual's identification with and involvement in the organization". Miller (2003) also states that organizational commitment is "a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". The person who, is committed towards his job works with sincerity and honesty and efficiently sustains hard work, which gives him internal satisfaction of pulling his optimum strength into work. Porter et al., (2005) saw organizational commitment as well-built belief in an organization's goals, and values, a willingness to put forth considerable effort on behalf of an organization and a strong desire to stay a member of the organization. They suggested that employees who exhibit high organizational commitment are better off at their work, spend less time away from their jobs, and are less likely to leave the organization. For the purpose of this study, Organizational commitment is defined as a psychological bond individuals have toward their organization, characterized by a strong identification with the organization and desire to contribute toward attainment of the organization goals. This definition relates to Meyer and Allen's (1991).

### **Dimensions of Organizational Commitment**

#### **Affective Commitment**

According to Meyer and Allen (1997), Affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson, 2000).

Meyer and Allen (1997) found that the best forecaster of affective organizational commitment was work experience. Employees whose work knowledge is steady with their expectations and whose basic needs within the organization are satisfied have a stronger level of affective commitment to the organization. Employees with strong affective commitment stay with the organization because they have no wish to leave. Meyer (2001) reported that affective commitment has been found to associate with a wide range of proceeds, absenteeism, job performance, and organizational nationality behavior. The cost of affective organizational commitment are lower earnings and turnover intentions, better on- the- job behavior, and better employee health and wellbeing(Angel and Lawson,1994). Meyer and Allen (1997) further indicate that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

### **Continuance Organizational Commitment**

Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations (Meyer and Allen, 1997). Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. Kanter (1968) supports this definition and states that it is the profit associated with continued participation and a cost associated with leaving the organization. Meyer and Allen (1991) further state that employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Meyer et al. (1990) also maintain that accrued investments and poor employment alternatives tend to force individual to maintain their line of action and are responsible for these individuals being committed because they need to. Individuals stay in the organization because of the investments they accumulate due to time spent in the organization, not because they want to.

### **The relationship between Quality of Work-life and Organizational Commitment**

Relationship between employees' quality of work-life and their organizational commitment, and particularly the fact that the quality of work-life has a significant impact on organizational commitment, has been found out in many studies (Efraty and Sirgy 1990; Anuradha and Pandey, 1995; Sirgy et al. 2001; Lee et al. 2007; Koonmee and Virakul 2007; Huang et al. 2007; Roehling et al. 2001; Sirgy et al. 2008). Stating that "Responding to the needs of an employee results in a powerful sense of belonging by the employee towards his organization", Rhoades and Eisenberger (2002) emphasize the quality of work life, which occurs as a result of responding to various needs of employees, is one of the most important antecedents of organizational commitment.

Kotze (2005) states that quality of 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 of 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 of 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 (Efraty et al. 2000). 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 of work-life of their employees.

According to Sirgy et al. (2001), the quality of 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 of 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 of 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 (Sirgyvd. 2001).

## METHODOLOGY

The study adopted quantitative research design using a survey method. The method is adequate because it does not involve manipulation of any variable. Ten copies of the study questionnaire were delivered to each of these oil servicing firms to be completed by their managers, supervisors and heads of unit. A total of one hundred (100) participants were involved in the study. The participants were drawn from 10 oil servicing firms in Rivers State, Nigeria as at November, 2016. However, eighty-seven (87) copies, representing 79.1 percent were retrieved and used. The questionnaire was divided into three sections. Section A, which contains four questions. were meant to identify the respondent's personal profile. Section B consists of two questions on the two dimensions of quality work life: safety working condition and fair compensation Section C comprises two questions on measures of organizational commitment: Affective and continuance commitment. The validity of our scale measurements were confirmed using a pilot survey of management staff of two management firms and two specialists in business consulting. Using Cronbach's Alpha test, we determined the internal consistency of our study variables. Their reliability coefficients are above 0.70 benchmark, thus, we proceeded with the analyses using spearman rank correlation coefficient.

## Presentation and Findings

Table 4.1 Analysis of respondents demographics

Demographics		Frequency	Percentage %
Age	Less than 20 years	-	
	20-29	15	17
	30-39	26	29
	40-49	39	44
	50 years and above	9	10
	Total	87	100
Minimum Educational Qualification	First school leaving certificate		
	SSCE		-
	Diploma/certificate	33	37
	B sc/HND	29	33
	Master/Ph.D	27	30
Total	87	100	
Working Experience	1-5 years		
	6-10 years	34	38
	11-15 years	28	31
	16-20 years	17	19
	Above 20 years	10	11
	Total	87	100

Source: Desk Research, 2021

From table 4.1 above, none of the respondents are within the less than 20 years age group, 15 representing 17% are between 20-29 years, 26 representing 29% are between 30-39 years, 39 representing 44% of the respondents are between 40-49 years, while 9 representing 10% of the respondents are within the 50 years and above. This means that majority of the respondents are between 40-49 years. Also, none of the respondents indicated a minimum of first school leaving certificate or a senior secondary certificate, 33 representing 37% holds a diploma/certificate as a minimum educational qualification, 29 respondents representing 33% holds BSc/HND, while 27, representing 30% of respondents holds Masters/Ph.D. This analysis reveals that majority of our respondents are BSc/HND holders, meaning they are educated and will understand the questions on the instrument, thereby responding adequately to the questionnaire. Similarly, none of the respondents are within 1-5 years working experience, 34 representing 38% are between 6-10 years, 28 representing 31% are between 11-15 years, 17 representing 19% are between 16-20 years, while 10 respondents representing 11% are between the above 20 years working experience.

### Analysis and Results

The dimensions of quality work life:-safe working condition, and fair compensation, were all correlated against the dependent variable measures which include, affective and continuance commitment. The aim was to ascertain if there is a significant relationship between these dimensions of quality work life and the measures of marketing success, the correlation values with their related significant values are shown in table 1-2 below.

**Table 1:** Decision Table for  $H_0t$

Descriptive Statistics			
	Mean	Std. Deviation	N
Indepl	3.80	1.109	87
Dep- I	3.68	1.096	87

Source: Desk Research, 2016

Correlations			
		Indep	Dep_1
Indep I	Spearman Correlation	1	.870
	Sig. (2-tailed)		.000
	N	87	87
Dep-1	Spearman Correlation	.870	1
	Sig. (2-tailed)	.000	
	N	87	87

Source: Desk Research, 2016 **Decision Rule**

The research hypothesis one states that there is no significant relationship between safe work condition and affective commitment. As evident in the statistical testing of hypothesis one, a significant relationship was revealed to exist between safe work condition and affective commitment, this is evident in the correlation value of 0.87 (87%). The null hypothesis one was therefore rejected and the alternative hypothesis one accepted. Thus, there is a significant relationship between safe work condition and affective commitment. The findings are in submission of Drucker, (2010) Workers are essential to the means of production; they deserve to be treated with respect and given proper welfare packages and incentives (Noguera, 2005). These will improve their sense of worth, boost their self-esteem, financial status and act as, a sort of motivation to drive them to have more passion for their job, increasing their productivity Thorsen, 2006).

**Table 2: Decision Table for H02**

<b>Descriptive Statistics</b>			
	Mean	Std. Deviation	N
Indep 2	3.70	1.117	8 7
Dep-2	3.60	1.230	8 7

Source: Desk Research, 2016

<b>Correlations</b>			
		Indep	Dep_2
Indep 2	Spearman Correlation	2	.916**
	Sig. (2-tailed)		.000
	N	87	87
Dep_2	Spearman Correlation	.916**	2
	Sig. (2-tailed)	.000	
	N	87	87

Source: Desk Research, 2016

### Decision Rule

The research hypothesis two states that, there is no significant relationship between fair compensation and continuance commitment. As evidence in the statistical testing of hypothesis two, a significant relationship was revealed to exist between fair compensation and continuance commitment, this is evident in the positive correlation ( $r^2$ ) value of 0.92 (92%). The null hypothesis two was thus rejected and the alternative hypothesis two accepted. Therefore there is a significant relationship between fair compensation and continuance commitment. The findings is supported by Oginni and Adesanya, (2013) With regard to how workers welfare is advanced in Nigeria, the most important instrument which provide ample protection and

entitlement to the workers is the Constitution which prescribes for rights, obligations, duties and responsibilities of the corporate and non-corporate entities

### CONCLUSIONS AND RECOMMENDATIONS

Consequent upon the analysis and findings, we therefore conclude as follows; that in promoting an atmosphere of positive incentive and welfare packages will enhance workers' productivity and impact hugely on the return on investment made by the employers and stakeholders. Utilising short cuts and presence by employers to deny and frustrate the employees from receiving welfare benefits will create tensions in the workplace. Employer engaging in this disingenuous activity will lose at the end of the day should the workers exercise their right to strike. Benefits to the workers serve as motivational factor to be more productive. While this is good for the workers, it is equally beneficial to the employers especially if there is increase in production and sales that result into huge profit. In this regard, it becomes a win-win —situation to both parties.

In view of the above conclusions, the paper recommends amongst others that:

1. Employers should at all times, take innovative proactive approach to the issue of staff welfare. Even if they are prescribed in law, the employer can exceed what the law prescribed especially if the workers are doing their bits and growing the business through their massive hard work and productivity.
2. The employees should not be outrageous and unnecessarily difficult in their approach towards negotiation form proved welfare in the workplace. Both parties have stakes in the business hence, they should sit down and work out an acceptable modality that will be beneficial to both.
3. Both parties have stake in the business hence, they should sit down and work out acceptable modalities that will be beneficial to both in terms of motivation

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