

**QUALITY OF WORK LIFE PROGRAMME AND JOB
ATTITUDES AMONG EMPLOYEES IN SELECTED
ORGANISATIONS IN BENIN CITY, NIGERIA**

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CERTIFICATION

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DEDICATION

This thesis is dedicated to:

God; my Merciful Father, Jesus Christ; my Saviour and Lord and The Holy Spirit; the true author of this work, for being my Helper and the strength within my soul and above all for His mercies and grace, made available to me from the start to finish of this programme.

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ABSTRACT

Aggressive drive towards increased productivity and profit maximisation often compromise employees' welfare, satisfaction and commitment. Quality of work life programme (QWLFP) such as occupational health and safety (OHS), training and skill development (TSD), teamwork, employee involvement (EI), employee recognition (ER), flexible working hour (FWH), long service award (LSA) health care and wellness (HCW), and child educational benefit (CEB) can promote employees' job attitudes, while enhancing organisational performance. Previous studies on QWLFP focused more on reducing counter-productive behaviours than the enhancement of employee job attitudes (Job satisfaction and Organisational commitment). This study, was, therefore, designed to examine employees' benefit from QWLFP, factors that influence benefit from QWLFP, Satisfaction with QWLFP (SQWLFP), Employees' Job Satisfaction (JS) and Organisational Commitment (OC), QWLFP influence on employees' JS and OC and challenges with QWLFP implementation.

Expectancy and Social Exchange theories provided the framework, while cross-sectional survey design was adopted. The Nigerian Petroleum Development Company Limited (NPDC) and Nigerian Bottling Company Limited (NBC) were purposively selected due to their implementation of QWLFP. A sample size of 536 (NPDC; 274 and NBC; 262) was selected using Yamane's (1976) formula. Respondents were systematically and randomly sampled from departments. A semi-structured questionnaire elicited information on socio-demographic characteristics, benefit from QWLFP, factors influencing benefit from QWLFP, SQWLFP, JS, OC, QWLFP influence on employees' JS and OC and challenges encountered. Sixteen in-depth interviews were conducted with employees (13) and Trade Union officials (3) and three key informant interviews were conducted on Human Resource Managers. The SQWLFP, JS and OC were respectively measured as low $\leq 49.9\%$ or high $\geq 50\%$. Quantitative data were analysed using descriptive and inferential statistics at $p \geq 0.05$, while qualitative data were content analysed.

Respondents' age was 35 ± 2.3 years; males constituted 72.2%; those with tertiary education had 86.8% and those who earned above ₦170,000 monthly (31.7%). Respondents in NPDC (86%) and NBC (74.6%) benefited from teamwork, OHS, TSD, EI, FWH, HCW and CEB. Employees' benefit from QWLFP was influenced by age ($\beta=8.164$), employment status ($\beta=5.464$), sex ($\beta=3.854$) and staff cadre ($\beta=3.535$) in NPDC and highest educational qualification ($\beta=63.521$), income ($\beta=53.558$), employment status ($\beta=48.300$) and age ($\beta=19.343$) in NBC. Employees in NPDC (89.1%) and NBC (57.6%) were satisfied with QWLFP. In NPDC, employees' JS (88.3%) and OC (88.7%) were high; in NBC, JS (40.8%) and OC (40.5%) were low. There was a positive influence of QWLFP on employees' JS and OC. Specifically, QWLFP significantly influenced employees' JS; EI [$\beta=6.043$], ER [$\beta=4.560$] and LSA [$\beta=3.398$] in NPDC and JS; ER [$\beta=15.480$], LSA [$\beta=13.314$] and FWH [$\beta=13.925$] in NBC. Also, QWLFP significantly influenced employees' OC in NPDC; EI [$\beta=4.121$], HCW [$\beta=5.005$], and in NBC; ER [$\beta=16.239$], LSA [$\beta=14.340$] and FWH [$\beta=13.007$]. Challenges encountered in the implementation of QWLFP included inadequate technological infrastructure, lack of resilience in the pursuit of QWLFP by trade unions, cost considerations and poor Management attitude.

Quality of work life programme leads to positive job attitudes. Organisations should overcome managerial challenges and increase efforts towards implementing the programme to improve employees' job attitudes.

Keywords: Quality of work life programme, Job satisfaction, Organisational commitment

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ABBREVIATIONS/GLOSSARY/DEFINITIONS

Quality of Work Life Programme	(QWLFP)
Occupational Health and Safety	(OHS)
Health Care and Wellness	(HCW)
Recreational and Leisure	(RL)
Employee Training and Skill Development	(ETSD)
Teamwork	(TW)
Flexible Working Hours	(FWH)
Employee Involvement	(EI)
Employee Recognition	(ER)
Long Service Award	(LSA)
Employee Assistance	(EA)
Child Educational Benefits	(CEB)
In-depth Interviews	(IDIs)
Key Informant Interviews	(KIIs)
Job Satisfaction	(JS)
Organisational Commitment	(OC)
Nigerian Petroleum Development Company	(NPDC)
Nigerian Bottling Company	(NBC)

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The sustainability of enterprise requires that organisations' objectives are consistently achieved by a satisfied and committed workforce. It therefore means that organisations must become deliberate in their attempts to develop programmes and strategies to match the desires of their workforce and enjoy their commitment in earnest. Hence, the need for organisations to embrace quality of work life programme to meet employees' needs and thereby achieve organisational objectives for sustainable enterprise (International Labour Organisation (ILO), 2016).

Quality of Work Life Programme (QWLFP) embodies organization's most substantial schemes in the workplace. QWLFP is a multi-dimensional construct involving a combination of policies, goals, activities and benefits designed to improve employee working experience and satisfaction to enhance greater productivity and organisational effectiveness for employers (Gadon, 1984; Lau and Bruce, 1998; Parvar, Allameh and Ansari, 2013). Oleabhiele (2012) identified QWLFP initiative as ranging from work-related goals and policies to employee-related needs to include; occupational health and safety, training and skill development, team work, flexible work hours, employee recognition, employee involvement, employee assistance, recreation and leisure, long service awards among many others as embedded in organisational policies, culture and practices.

The QWLFP is derived from the concept of "quality of work life". The trajectories of the concept of "quality of work life" can be traced to 1972 during an international conference on labour relations in response to the problems of work organisation far back as the late and early 1960s and 1970s respectively. The movement drew on intellectual currents from industrial psychologists and social scientists (Walton, 1973). According to Walton (1975), it advocated for employee satisfaction and comfort at work with the aim of enhancing the productivity of the employee. Its central

thesis was that work-tasks should be redesigned to generate workers satisfaction and harmony in the workplace (Scott and Marshall, 2009).

Issues of quality of work life became more emphasized when an institute of human relations, called the Tavistock Institute of Human Relations (TIHR) in London carried out an investigation on the many problems industrial workers face and designed a socio-technical system, a learning method which bequeathed enormous status to “job design” as a means of satisfying human needs sufficiently (Delamotte and Walker, (1976). However, QWLFP as a means to achieving a better quality of work life for employees became well known after the United Auto Workers and General Motors presented a QWLFP to restructure work. Thus, QWLFP therefore became an effort to reform the several strata of organisation and to develop a design which will bring about change and eventually sustain those changes (Bowditch and Buono, 2005; Nair, 2013 and Namita and Walia, 2014).

The objectives for establishing QWLFP in organisations is to bring about improved quality of work life for employees and improved cooperation in labour and management relations, to meet the need for organisational performance and employee satisfaction (Sirgy, Reilly, Wu, and Efraty, 2008; Veeramani and Gayathri, 2013). QWLFP is at the core of HR functions and collective bargaining among trade unions within organisations. It involves collaborative efforts from all social actors and stakeholders in the organisation to achieve an improved quality of work life for employees and administration effectiveness for employers. Thus, the benefits of QWLFP in achieving industrial hegemony in the Nigerian work environment frothing with the pandemonium of industrial conflicts cannot be overemphasized.

Quality of work life programme is also closely related to issues of working conditions which are central to work relations as specified in labour legislations (ILO, 2016). However, it is a much broader paradigm and value-based process, involving a deliberate design to improve not just issues of working conditions but a better quality of work life for employees and meeting the need of organisational effectiveness for employers. It therefore means that QWLFP provides good outcomes for both employees and organisations yielding need satisfaction and organisational effectiveness. Importantly, the notion is that of achieving greater heights of

involvement and consequently motivation simply by designing and making work more attractive rather than seeking to improve the usual work terms and conditions (Herzberg *et al* 1959).

From the above, it is clear that QWLFP is an approach that has positive returns at individual, group and organisational levels (Bhuvanewari *et al*, 2012). For example, as a result of some organisations' participation in the Better Work Programme, a programme of the ILO in conjunction with the International Finance Corporation (IFC), such organisations have progressively achieved total submission to ILO's core standards of labour, coupled with the national legislation which covers occupational health, reward, contracts, and safety as well as working time. And as such these organisations have meaningfully enhanced employees' conditions of work as well as improved organisations' efficiency and sustainability (ILO, 2018).

However, literatures also touch on the potential for improving the quality of existing jobs and their experience while transitioning towards a greener economy (ILO, 2011; 2013; 2018; Balliester and Elsheitki, 2018). Thus, for organisations to achieve sustainable enterprise, they would need to move beyond just compliance with ILOs' core labour standards covering social protection to deliberately designing and adopting QWLFP to better the quality of work life experienced by their workers.

More so, for organisations, there is the need for a satisfying and committed workforce to greatly increase its profit level and achieve its objectives sustainably. Hence, it becomes necessary for organisations to seek appropriate methods for improving the quality of work life of their employees through QWLFP practice. This way, QWLFP can be a powerful driver of workers' empowerment and help bring lasting benefits to them, their families, and their communities and employers too who can be sure of a productive workforce which engenders organisational effectiveness and sustainability, hence, the need for an analysis of QWLFP and job attitudes among employees in Nigerian organisations.

However, QWLFP requires more attention in Nigeria especially in the manufacturing industry and in the oil and gas sector to show the connection between QWLFP and employee job attitudes. The oil and gas and manufacturing sectors are among the range of economic sectors that exhibit substantial opportunity for enhancing the quality of work life for employees in Nigerian work organisations, especially in Edo State where

studies have shown that the quality of work life experienced by employees is low (NBS/NCC Social-Economic Survey on Nigeria, 2008; NBS Social Statistics, 2008; 2009; 2012 and Mustafa-Shaibu, 2018).

Mustafa-Shaibu (2018) further recommended that employers must go out of their way to cater for their employees despite the deteriorating infrastructure and harsh economic environment. Hence, this study examines the quality of work life programme and job attitudes among employees in some selected organisations in Benin City, Nigeria.

1.2 Statement of the research problem

Issues of quality of work life have engaged scholarly debates in developed countries. This is because, many theorists and researchers believe that a high quality of work life practice in organisations provides a competitive leverage in recruiting, attracting, motivating, retaining a team of employees, and building resilient organisational proficiency (Sabarirajan, 2011; Veeramani and Gayathri, 2013, International Labour Organisation, 2016).

However, in developing countries like Nigeria, the issues of quality of work life has received little attention. Most work organisations appear to operate a routine philosophy that demands satisfactory input from employees without necessarily giving them satisfaction. This could negatively impact the quality of the lives of employees, dwindling their long-term commitment and feeling of co-operation and even lead to counterproductive behaviours in the workplace.

The quality of work life experience of employees in manufacturing companies looks unpleasant. Fajemisin, (2002), Uche, (2008) and Chinomona and Dhurup, (2014) observed periodic industrial strikes, labour turnover and absenteeism on the rise, dereliction of duties, violence in the workplace, rising occupational hazards due to the lack of personal protective equipments, poor safety and health management, and continuous agitations by employees over compensation claims.

Empirically, the quality of work life experienced by the Nigerian workforce is low (Osagbemi, 2000; Fajemisin, 2002; Epie, 2007; Tella, Ayeni and Popoola, 2007; Uche, 2008; NBS/NCC Social-Economic Survey on Nigeria, 2008; NBS Social Statistics,

2008; 2009; Yetunde and Popoola, 2010; Oleabhiele, 2012; Chinomona and Dhurup, 2014; Oleabhiele, 2015 and Mustafa-Shaibu, 2018).

A low quality of work life can lead to low morale, negative work attitude and even deviant and unproductive work behaviours which can affect overall life satisfaction. Take for example, the recent economic crisis in Nigeria that has impelled an unpleasant experience for the Nigerian organisations and has adversely affected its workforce. The poor quality of work life experience appears to be the practical norm of a typical average Nigerian employee whether in the private or public sector. The situation appears pathetic for even Government own establishments like the Nigerian Civil Service. A good point in case was the 3 days industrial action embarked upon by the Nigerian Labour Congress on the 17th-19th of May, 2021 in Kaduna State over the inappropriate mass retrenchment of Civil Service employees in the State by the State Government. The effect of this on employees' job attitudes in these organisations cannot be far-fetched. More so, given the fact that, the attitude employees exhibit towards their jobs play a huge role in the achievement of organisational goals and objectives (Kurmar and Garg, 2011), such implication becomes very crucial.

Many studies (Ilesanmi, 2007; Garg, Munjai, Bansal and Singhal, 2012; Jayakumar and Kalaiselvi, 2012; Veeramani and Gayathri, 2013; Namita and Walia, 2014; Narang and Sing, 2016) have dealt with the need to improve employees' quality of work life and reduce counter-productive behaviours such as absenteeism and high labour turnover in the workplace with little attention on the evaluation of QWLFP as a strategy that could influence employee job satisfaction and organisational commitment. Also, an extensive focus on QWLFP as a deliberate strategy to achieve satisfactory quality of work life on the part of employees has been under reported in studies (Gardon, 1984; Eaton, Gordon and Keefe, 1992; Hart, 1994; Sirgy, Reilly, Wu and Efraty, 2008; 2012 and Oleabhiele, 2012). Still, among these studies and extant literatures, there is inadequate information on the influence of QWLFP on employee job attitudes – which is a crucial organisational variable given its importance to the attainment of set organisational objectives.

Similarly, a comprehensive examination of employees' level of benefit from QWLFP and the socio-demographic factors that could influence employees' level of benefit from the programme is yet to be substantiated in literatures. Also, employees' level of

satisfaction with QWLFP and the factors that could influence such remain uncertain. Furthermore, the influence of QWLFP on employee job satisfaction and organisational commitment is yet to be ascertained and more so, the challenges frothing with QWLFP practice has been largely ignored. These constitute knowledge gaps that justified the need for this thesis. On that basis, the study investigated quality of work life programme and job attitudes among employees in selected organisations in Benin City, Nigeria.

1.3 Research questions

The following questions were examined in this study:

1. Are employees benefiting from QWLFP in the study organisations?
2. What are the factors influencing employees' benefit from QWLFP?
3. What is the level of employees' satisfaction with QWLFP in the study organisations?
4. What influence does QWLFP have on employees' job satisfaction in the study organisations?
5. What influence does QWLFP have on employees' organisational commitment in the study organisations?
6. What are the challenges affecting QWLFP in the study organisations?

1.4 Research objectives

The main objective of the study was to investigate the relationship between quality of work life programme (QWLFP) and job attitudes such as job satisfaction and organisational commitment in selected organisations in Benin, Nigeria. The specific objectives were to:

1. Examine employees' benefit from QWLFP in the study organisations,
2. Investigate factors influencing employees' benefit from QWLFP,
3. examine employees' level of satisfaction with QWLFP in the study organisations
4. determine QWLFP influence on employees' job satisfaction
5. determine QWLFP influence on employees' organisational commitment
6. examine the challenges affecting QWLFP in the study organisations.

1.5 Scope of the study

The quality of work life programme (QWLFP) examined in this study as identified by Oleabhielo (2012) comprised eleven (11) dimensions such as occupational health and safety, employee training and skill development, team work, employee involvement, employee recognition, long service awards, flexible working hours, recreational and leisure, employee assistance, employee health care and wellness and child educational benefit. In the examination of job attitudes, the study is delimited to the attitudinal perspective only without recourse to behavioural approach. Hence, job satisfaction and organisational commitment defined its scope (Judge and Judge, 2007). Also, the study is limited to a public sector organization; the Nigerian Petroleum Development Company and a private sector organization; the Nigerian Bottling Company in Benin City, Edo State, Nigeria.

1.6 Significance of the study

The study sought to bridge the gap in organisational studies by revealing QWLFP as a win-win approach to all stakeholders in terms of yielding need satisfaction for employees and their trade union movements as well as the attainment of organisational effectiveness for employers. Also, it significantly expanded the frontier of knowledge on the concept of QWLFP, especially within the Nigerian context, where there has been a dearth of literature on the subject matter. More so, findings from the study can be significant in guiding policy makers or practitioners and management to improve on existing QWLFP in the concerned organisations. These can further help to promote good labour-management relationship and thus bring about industrial harmony. Finally, the study's findings can be incorporated in developing a theory capable of empirically explaining the quality of work-life situation in Nigeria and other developing countries.

1.7 Operational definition of terms

Quality of work life: It is clear that the quality of work life (QWL) construct pervades every aspect of employees working lives and is very related to the concept of quality of life (QOL) only that it differs in its premise on overall life satisfaction which often bothers on domains outside work. In this study, it is important to note that QWL is only seen as a concept and a recurrent debate about employees' welfare but quality of work life programme (QWLFP) is seen as an intervention that can be evaluated to

achieve a better QWL outcome for employees and for employers in terms of the attainment of organisational goals and objectives. This explains the study's focus on QWLFP. Thus while QWL issues point to the concept as a process which is constantly evolving and unending in its debate, QWLFP is construed in this study as an intervention to achieve positive QWL outcomes. Thus, this study only focused on quality of work life (QWL) as a concept and the foundation for QWLFP as an outcome and intervention to achieving a better quality of work life for employees as well as a means to achieving organizational effectiveness for employers.

Quality of work life programme: Quality of work life programme (QWLFP) was seen in this study as an encompassing construct involving a combination of policies, goals, activities and benefits, designed to increase the conditions of work experienced and ensure increased satisfaction for employees to enhance greater productivity and organisational effectiveness for employers (Gadon, 1984; Parvar, *et al* 2013). **Job attitude:** There are three types of job attitudes, namely: job satisfaction, job involvement and organisational commitment (Judge and Judge, 2007). In this study, job attitude was addressed in the light of job satisfaction and organisational commitment. This is because job satisfaction and job involvement bothers on the individuals' attitude towards his job while organizational commitment focused on employees' attitude towards their organization. And as such for a broader understanding of the impact of QWLFP, it becomes necessary to capture not just employees' feelings about their work but also about their organization.

Job satisfaction: Job satisfaction has been defined by several authors (Buchanan, 1974; Locke, 1976; Luthan, 1998; Ellickson and Logsdon, 2002). However, for this study, a consensus in the definitions that has overtime appeared and currently still in use is that which conceives of it as a positive feeling that a person has for his or her job (Locke and Lathan, 1990; Mitchell and Lasan, 1987; Schermerhorn, 1993; Pugno and Depedri, 2009; Rast and Tourani, 2012).

Organisational commitment: In this study, organisational commitment is perceived as the extent of an employees' preparedness to remain with his organisation prospectively. It also displays an employees' confidence in the goals of the organisation and his/her readiness to give his/her best efforts in the attainment of organisational goals (Singh and Pandey, 2004).

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Preamble

This chapter presents a review of relevant literature on the concept of quality of work life, quality of work life programme (QWLFP), factors influencing employees' level of benefit from QWLFP, employee's level of satisfaction with QWLFP, QWLFP influence on job attitudes and challenges affecting QWLFP practice. The conceptual and theoretical frameworks are also explained.

2.1 Literature review

2.1.1 Quality of work life programme trajectories

Quality of work life programme (QWLFP) is derived from the concept of "quality of work life". The trajectories of the concept of "quality of work life" can be traced back to 1972 during an international conference on labour relations in response to the problems of work organisation in the early and late 1960s and 1970s respectively. The movement drew on intellectual currents from industrial psychologists and social scientists (Walton, 1973). According to Walton (1975), it advocated for employee satisfaction and comfort at work with the aim of enhancing the productivity of the employee. Its central thesis was that work-tasks should be redesigned to generate workers satisfaction and harmony in the workplace (Scott and Marshall, 2009).

Issues of quality of work life became more emphasised when an institute of human relations, called Tavistock Institute of Human Relations (TIHR) in London carried out an investigation on "workers problems in industrial world" and designed a learning method called socio-technical system which bequeathed an enormous status to "job design" as a means of satisfying human needs sufficiently. However, QWLFP as a means to achieving a better quality of work life for employees became well known after

United Auto Workers and General Motors presented QWLFP to restructure work. Thus, QWLFP therefore became an effort to reform several strata of the organisation and develop a design which will bring about change and eventually sustain those changes (Bowditch and Buono, 2005; Nair, 2013 and Namita and Walia, 2014).

The concept was initially conceived of as satisfaction in relation to work. Afterwards, it became perceived as a method that focused on the design and practice of diverse schemes that grew to emphasised participative management and union involvement as noted by Maccoby (1984) that, quality of work life developed from the collective bargaining process. Thus, quality of work life became a duty to be performed by both management and union in supporting activities that enhance workers' involvement in the determination of work for improved quality of work life. For the past several decades, issues of quality of work life have engrossed social experts. Attention has now been drawn to ensuring a good work experience aimed at the fulfillment of employees' needs (Nair, 2013). Recent debate centres on an evaluation of several components of quality of work life programme in the organisation for the attainment of stakeholders' needs (Oleabhielle, 2015). To understand the concept of QWLFP, it is necessary to delve into literature to understand first what quality of work life means.

2.1.2 The meaning of quality of work life

It is apparent from literature that the concept of quality of work life is an all-encompassing construct. Although issues of quality of work life have enjoyed a wider debate and conceptualisation since its inception, the concept still appears elusive because it has been viewed and interpreted differently overtime. The quality of work life concept means diverse things. For instance, it could mean a fair days' wage to an assembly-line worker, to another, a conducive and safe working conditions, and yet another, a cordial relationship with a boss/supervisor or colleagues. For a fresh recruit, it could imply new prospects for innovative jobs and professional advancement. And to an industrialist, it could represent the degree to which organisations can design means to gratify workers' need and expectation by focusing on their experiences in the workplace (Garg, Munjal, Bansal and Singhal, 2012).

Robbins (1989) defined quality of work life as an organisations' response to employees' desires simply by designing a system or programme (such as QWLFP) to

allow them to be directly involved in the decision-making process that could transform their lives and experiences at work. Quality of work life focuses on the total climate of work. It is a way of dealing with the impact of work on employees with the aim of achieving increased involvement in decision making and problem solving (Luthans, 1998). These definitions imply that quality of work life bothers on the satisfaction of needs that are extrinsic and intrinsic to individuals within and outside work domains. Supporting this view, Nair (2013) posits that quality of work life include work-related characteristics such as job satisfaction, remuneration, relationship with superiors and fellow colleagues, and can influence feelings of overall satisfaction and well-being. For Jayakumar and Kalaiselvi (2012) they perceive quality of work life as a goal to improve life within and outside work.

According to Garg *et al.* (2012), quality of work life involves employees' all-round needs in the workplace such as financial benefits and rewards, job security, working environment, career development opportunities, involvement in decision-making, internal and external equity, interpersonal relationships which are very important to him. Hence, quality of work life essentially focuses on the nature and value of the relationship involving employees and their work environment with human and profitable consideration (Chelte 1983; Fattahi, Kazemian, Damirchi, Kani and Hafezian, 2014). Thus, quality of work life is a crucial element in employee motivation and work improvement (Maghaminejad, and Adib-Hajbaghery, 2016).

From these definitions, it is clear that quality of work life bothers on essential issues of employees' needs and concern within and outside the work domains. Employees have vital needs that they desire to achieve through their work and experience in the workplace. It therefore means that a programme designed with a goal to specifically meet and carter for these vital needs of employees can be conceived as QWLFP. It is important at this junction to note that while the concept of quality of work life with varying experiences for employees in the world of work, QWFP is seen in this work as an intervention with desired outcomes for employees and the organisations alike.

2.1.3 Quality of work life programme

Quality of work life programme (QWLFP) is a multi-faceted management stratagem involving a combination of policies, goals, activities and benefits, designed to improve employee working experience and satisfaction to enhance greater productivity and organisational success for employers (Gadon, 1984; Lau and Bruce, 1998; Parvar, Allameh and Ansari, 2013, Oleabhie, 2015). Saraji and Dargahi, (2006) defined quality of work life as a comprehensive programme designed to improve employee satisfaction. Hence, Oleabhie (2012) identified QWLFP as ranging from work-related goals and policies to employee-related needs to include occupational health and safety, training and skill development, team work, flexible work hours, employee recognition, employee involvement, employee assistance, recreation and leisure, and long service awards among others as embedded in organisational policies, culture and practices.

Quality of work life programme is conceived as a construct that encompasses diverse facets of work including pay, administration and supervision, training and career advancements opportunities, promotions, job security, reward systems, welfare packages, support from colleagues, working hours, working environment, health and wellbeing, employer-employee relationship, occupational health and safety, forms of compensation, involvement in decision making and management actions towards employees (Watson, Buchanan, Campbell and Briggs, 2003; Saraji and Dargahi, 2006; Islam and Siengthai, 2009; Parvar, Allameh and Ansari, 2013). Simply put, QWLFP is a design in the workplace to satisfy both employee and employer needs of an improved QWLF and organisational effectiveness. Thus, with the practice of QWLFP, employers are sure of producing better, satisfied and productive employees, who will in turn deliver competent and lucrative organisation (Sadique, 2003).

Various quality of work life schemes have been originated and implemented in countries like Sweden, Denmark, Holland, Switzerland, India, Australia and USA to meet employees' needs, provide favourable job conditions, pleasant work atmosphere in the workplace for higher service proficiency and effectiveness (Bhatia and Singh, 2000). Some quality of work life programme identified by Bhatia and Singh (2000) are given in the Table 2.1:

Table 2.1 Quality of work life programme

Programme	Description
Flexi time	A collective system of flexible and comfortable working hours. Flexi time provides a flexible arrangement that permits workers to regulate their working time while channeling efforts towards achieving the demands of the organizational within established parameters.
Job Enrichment	This is a programme aimed at redesigning workers' jobs to allow greater responsibility and freedom in performing work tasks.
Management by Objectives (MBO)	This involves a process of synergizing employee and employers goals in line with those of the organisation.
Staggered Hours	This involves the performance of work task based on preset timing planned and designed for the entire workforce. Here, sets of workers starts and finish job task based on different time schedules.
Socio-technical systems	This entails a technological restructuring of the physical work environment with careful thought for employees' needs in the workforce.
Job Rotation	A system in which workers continue their present jobs with duties added with the intent of making the job more rewarding.
Autonomous Work Group	A form of participation in which the group of workers exercise control over decision-making on production methods, recruitment of team members, selection of team leaders, distribution of tasks, work schedules and so on.
Employee Participation	A system that involves the sharing of responsibility in decision-making

Source: Bhatia and Singh (2000)

However, quality of work life programme or design may vary from country to country or Organisation and work groups with divergent employee needs. While certain aspects of the programme may not be applicable to all organisation or work group, the dimensions or ways of construing QWLFP remains the same.

2.1.4 Dimensions of QWLFP

Essential constituents of the quality of work life construct that are contained in QWLFP have also been extensively discussed in literature (Buchanan and Boddy, 1983; Saraji and Dargahi, 2006; Garg *et al*, 2012; Jayakumar and Kalaiselvi, 2012; Nair, 2013). These include: economic rewards such as higher pay, better reward system, incentives, fringe benefits, promotions, managerial or supervisory roles, employee involvement in decision-making, working conditions; acceptable physical environments, substantive role, Job safety, flexible working time, internal and external equity, opportunity for growth; career opportunity, organisational and interpersonal relationships, one's co-workers support, job security, stress management skills, and Increased organisational productivity among others.

In Nigeria, a wide range of work/family policies are often adopted to obtain the likely advantages of decreased work-family conflict. However, there are certain dimensions or essential components which emphasise the good quality reaction apparent from the interface involving workers and the work environment as identified in literature (Epie, 2007). Oleabhie (2012) identified these as ranging from workplace-related goals and policies to employee-related needs and benefits as consisting dimensions of QWLFP in Nigerian work organisations. These are outlined in Table 2.2

Table 2.2 QWLFP in Nigerian work organisations

Workplace-related Policies and Programmes	Employee-related Needs/Benefits
<ul style="list-style-type: none"> ● Sufficient and fair pay ● Job security ● Training and skill development ● Less work-load ● Healthy Workplace ● Solid Waste Treatment & Disposal ● Occupational Health & Safety programs ● Less red tape, rules, bureaucracy ● Effective Communication and teamwork programme ● Flexible working hours ● Good employer/employee relation ● Bonus based on performance ● Employee recognition ● Long service awards ● Management by objective (MBO) ● Efficient supervision ● Pension scheme 	<ul style="list-style-type: none"> ● Incentives ● Free Health care services ● Recreational activities ● Health Insurance ● Healthy Cafeteria ● Welfare Housing ● Commuter Transit Subsidy Benefit Programme ● Employee participation in decision-making ● Child Care Programme ● Employee Assistance and Wellness Programme ● Leave/vacation ● Loans ● Christmas bonus ● Day care centers

Source: Oleabhiele (2012)

Also, there are different models that have identified essential needs of employees at work as components of QWLF. Hackman and Oldham (1976) particularly identified mental development needs. Other needs identified include: task identity, autonomy, task relevance and feedback. It is important to note that for employees to have a better QWLF, their needs must be considered. On the contrary, Taylor (1979) also identified basic extrinsic and intrinsic job factors to include wages, working conditions, hours and the nature of the job. Other aspects include employee equity, involvement in decision making, skill utilization and self-development, social support, meaningful duties, social relevance of the work and additional work activities.

In the same vein, Mirvis and Lawler (1984) asserted that a good element of quality of work life is related to satisfaction with wages, working hours and conditions, safe work environment, and equal employment opportunities given that the exposure of workers to unfavourable job conditions can affect their psychological and physical well-being (Orpen, 1981). Similarly, Balu (2001) noted various aspects of QWLF as comprising job redesign and job enrichment, employee participation in team spirit, employee performance recognition, employee recreational facilities, dynamic HRD factors, working environment and good communication.

2.1.5 Quality of work life programme implementation

The concept of quality of work life is occasioned by the need to ensure total satisfaction of employee needs while maximizing productivity for the employer. Muindi and K'Obonyo (2015) noted that organizations are known to adopt a strategy for improving employees' Quality of Work Life (QWL) with the aim of satisfying both the organizational objectives and the needs of the employee. Therefore, an effective implementation and monitoring process will demand evolving ways to assess if the expected outcomes are being achieved. Outcomes such as a better quality of work life steaming from employee satisfaction, reduced stress and other unpleasant impacts of the work environment, increased performance and productivity (Wange, 2017). The dimensions of QWLFP examined here includes occupational health and safety, employee training and skill development, team work, employee involvement, employee recognition, long service awards, flexible working hours, recreational and leisure, employee assistance, employee health care and wellness and child educational benefit.

2.1.5.1 Occupational health and safety

Armstrong (2009) defined occupational health and safety (OHS) policy and programme as one which involves protecting workers and others from being directly affected by hazards in the workplace as a result of their involvement in the organisation. Similarly, although, the ultimate responsibility for safety and health programme is one that rest with top management, this task must be all inclusive for all management levels employees, supervisors, safety officers who are in constant contact with the employees and the employees themselves in terms of ensuring it smooth running. Safety officers are trained to administer organisational safety policy, provide technical information and assistance to employees on safety issues, supply programme materials and training on matters of safety (Abihud, 2013). OHS must be institutionalised and entrenched in the organisational culture and practices and its sustainability ensured (Alli, 2008).

The implementation of OHS programme must involve a planned process with achievable goals, requiring inputs and resulting in outputs or outcomes which must be frequently evaluated and monitored with a feedback system to ensure the effective running of OHS systems. Hence Sembe and Ayuo (2017) noted that OHS involves the art of anticipating, recognising, controlling and evaluating hazards in work environments which may adversely affect the health and safety of employees. Employee participation in organisational health programme setting up, monitoring and maintaining safe systems is key. It therefore means that an effective implementation will require that stakeholders must be aware of, participate in and enjoy its benefit.

A study (Abihud, 2013) conducted on employees which measured employees' awareness of OHS policy, found a high awareness of OHS. Similarly, Gbadago, Amedome, and Honyenuga (2017) found out that the level of employee awareness of OHS Policy was high. Also, on the, importance of employee participation in OHS, McCunney (2001) described the non-participation of employees in health promotional programmes as associated with greater levels of absenteeism among employees.

Furthermore other studies (Katsuro, Gadzirayi, Taruwona, and Mupararano, 2010; Abihud, 2013; Ulutasdemir, Kilic, Zeki, and Begendi, 2015; Sembe, and Ayuo, 2017) revealed insufficient budget allocated or the cost factor such as cost of training, providing protective gears, cost of compensation claims, and employee ignorance and

carelessness as challenges affecting the implementation of OHS initiatives. OHS must not only be adopted and implemented but improved to yield benefits of creating a safe working environment by alleviating infections, ill-working conditions and even injurious and death related accidents, thereby resulting in good health and satisfaction for employees and the benefit of the organisation at large. And as such, employee awareness, participations in OHS trainings and education, managements' commitment, carrying out appropriate safety exercises, awards to staffs, providing personal protective equipment and employees' participation are measures that can be taken to greatly facilitate effective OHS implementation in work organisations.

2.1.5.2 Health care and wellness

Health care and wellness (HCW) programme have been adopted by organisations in an endeavour to cultivate a healthy and active workforce. The benefits of implementing HCW such as improved employees health, quality health care control, reduction of absence and absenteeism costs, and increased employee capability due to improved health and well-being results ultimately in productivity for the employees and the organisation cannot be over emphasised and this is why organisations have embraced it. HCW activities are usually medical services funded by organisations with the aim to solve employee health related problems thereby fostering good health at work (Wolfe, Parker and Napier, 1994 cf. Parks and Steelman, 2008). Expert research on the effects of employee participation in HCW with regards to absenteeism and job satisfaction, revealed positive association between employee involvement in HCW and job gratification and reduced absenteeism (Parks and Steelman, 2008).

2.1.5.3 Recreational and leisure

According to Akmal, Zainol, Mansor, and Ghazali (2012) recreational and leisure (RL) programme influences efforts towards creating a healthy and energetic workforce as they are deliberately intended to increase morale and maintain job satisfaction. Also, RL are common among forms of programmes that enhance employees' job satisfaction. Similarly, Phan and Nguyen (2016) found employee leisure motivation to be related to job satisfaction.

Workplace recreation; such as offering recreation facilities to employees achieves employee physical and psychological well-being as well as reduce the rate of absent

employees due to sick leaves which will also reduce medical costs and in the long run improve employee performance. An adequately planned and implemented RL can spur up employees' dedication to the organisation. It can also lead to the increased bonding through recreational activities employees are able to create short or lasting bonds of relationship as well as build social or relational skills such as required for leadership, communication and for the attainment of goals and objectives on a team level. With RL, there will also be balance and improved concentration on the part of employees and consequently more working hours from them thus leading to increased performance and profitability (Mokaya and Gitari, 2012).

2.1.5.4 Training and skill development

There has been an increasing complexity of the work environment given a speedy advancement of information technology. And as such the need for training and skill development (TSD) to cope with these changes cannot be over emphasised. Jayakumar and Kalaiselvi (2012) suggested that the practice of QWL include acquiring, training, developing, motivating and evaluating the best performance of employees according to organizational objectives.

Joseph (2015) noted that the crucial goal of any training programme is to enhance employee worth. Hence, it is no longer news that training develops knowledge and improves skills. Ogunbodede (2016) argued that when employees are trained, they perform the job competently and this increases productivity and service delivery. Employees who comprehend their work are most likely to have higher morale and job satisfaction. When employees are trained, they will be equipped with the right attitudes towards work.

Training usually involves the design of a curriculum to promote learning. Training must also be done to equip employees on the "how" of quality service delivery to customers (Armstrong, 2009). TSD such as on –the-job or in-service or off plant/site training include seminars and development workshops, conferences, orientation and references course, short term or long-term trainings among others must be implemented to improve employee performance and delivery on the job (Narendra and Preeti, 2016). Organisations must continually adjust themselves to invest in employee

training need especially in relation to their specific job content and in line with best practices.

The TSD will enable the employees and even the organisation to enhance their functional areas and expertise as they become resourceful. This will also create career advancement opportunities and subsequent promotions that comes with financial rewards such as increased salary, reimbursement, paid leave, allowances and other promotion and incentives (Sila, 2014).

2.1.5.5 Teamwork

An organisation that implements teamwork (TW) programme actually creates a productive and positive work environment and can expect positive results from its team members. Team-building activities must be a current activity as new members join the organisation. Effective teams can be built by the teams' leader/manager interpersonal skills and strategies which could help the team function as a cohesive group. According to Drew and Thomas (2007), an effective team requires cohesion that is held together by several factors such as team communication, leadership, diversity and team size. Therefore, managers or team leaders have the duty of nurturing and sustaining interpersonal relationships through effective communication while ensuring that team members' efforts is appraised and inspired at every level of the team exercise (Ng'eny, 2016).

It has been observed that documented plans on teamwork implementation have not always resulted in its actual exercise and as such progressive results are scarcely gotten. Thus, the actual involvement of employee right from the adoption and operational stage of team work programme may be useful to check its impact on organisational processes (Nielsen and Randall, 2012).

2.1.5.6 Flexible working hours

Since the early 1980s, where the need for work-life balance became prominent, flexible work hours as a family-friendly workplace policy have become increasingly adopted and implemented by employers to help employees balance their life. Most employees, especially the female ones, are often face with the challenge of harmonising their work lives and family duties which could range from caring for a child, parent or friend, pursuing education, participating in religious and traditional

indigenous practices, recovering from an injury or illness, or transitioning into retirement among others (Olorunfemi, 2010).

Ahmad, Idris and Hashim (2013) noted that flexible working hour (FHW) allows workers to concentrate on various tasks in today's viable working environments. It helps in creating a balance between work and employees' family and lifestyle in general. Many organisations have designed a system to help employees find a balance within and outside their work domains; this way, enabling them to handle pressing needs, pressures and interest that often characterise their everyday lives such that they can reap benefits in increased productivity and reduced turnover (Olorunfemi, 2013).

2.1.5.7 Employee involvement

According to Irawanto (2015), a significant transformation in the domain of work is the democratisation of the workplace. Many organisations have moved passed the conventional authoritarian organisational style of work to a more democratic and participative style of doing work by welcoming inputs from their employees in the process of making organisational decisions.

Preuss and Lautsch (2002) found that employee involvement (EI) can be of benefits to both employees and organisation in terms of ensuring greater freedom and involvement in decision-making for employees and for employers, a fact that EI can drive organisational success. Similarly, Devi and Saxena (2015) asserted that employee participation had effect on any employee's job satisfaction, productivity, commitment, industrial relation, QWLF, and labor process in organisations.

2.1.5.8 Employee recognition

Sporadically, organisations engaged in recognition programme for a select outstanding few employees, but given the positive outcomes of employee recognition (ER) programme in motivating and spurring up employees to greater productivity; it has become entrenched in the organisation culture and practices. Some organisations have gone one step further in strategically aligning their business goals with the implementation of their employee recognition programme. In Nigeria, you are likely to find an employee's picture framed and hunged in a conspicuous spot for everyone to see with the theme "Staff/Employee of the Month/Year" as the case may be.

In an evaluation of a recognition programme carried out on employees of a fashion retail business in South Africa, which sought to find out if the programme was being implemented with clearly defined outcomes, findings revealed poor implementation even though participants alluded to a better-quality customer service (Salie and Schlechter, 2012). Other studies like Tessema, Ready, and Embaye (2013) found employee recognition, pay, and other benefits to impact on job satisfaction.

2.1.5.9 Long service award

Most work organisations now reward their employees for their length of service in the Organisation. Evidence from Decenzo and Robbins (2010) suggests that while financial rewards are often common forms of benefits enjoyed by employees, long serving employees do enjoy awards derived from both financial and nonfinancial rewards. Today, it is easy to find in most work organisations some sort of formal ceremonies organized for long serving employees as a way of appreciating their commitment to the organization. This also serves as a source of encouragement to younger or newly engaged employees.

2.1.5.10 Employee assistance

Employee assistance (EA) is a form of benefits that provide financial support and services for employees' families such as their spouses, dependents and other family members. EA could take various forms based on the nature of organisational system of support which may or may not include special allowances and loans (The Society for Human Resource Management, 2017). In Nigeria, EA ranges from small to large scale support systems like thirteenth month for bank employees, salary advance, free food services in form of canteens, free transportation or commuter services, rice and food item distributions to staff during festive seasons especially during Christmas celebration, leave of absence, study leave to mention but a few. Some organisations give their products for free or at a discounted price to their employees. For instance, in manufacturing companies like the Nigerian Bottling Company, they give cases of drinks to employees for free during personal events as a way of assistance.

2.1.5.11 Child educational benefits

This involves educational benefits for staff children in form of scholarships given to the dependents of employees for a specific time frame in the pursuit of the child's education. While this benefit will certainly be a huge support and relief for employees at all levels including senior management employees, given that it is a major responsibility of married employees who are equally parents in the homefront, it is unknown whether this benefit is the privileged experience of all employees regardless of their cadre in most work organisations.

On the whole, it has been observed that documentations of plans to implement QWLFP do not always translate into actual practice, and consequently positive results are scarcely established. It therefore means that an actual participation of employees in QWLFP may help to determine its impact (Nielsen and Randall, 2012). Hence, this study beyond ascertaining employee participation in QWLFP, examined employees' level of benefit from the programme and to determine what factors influenced employees' benefit from the programme.

2.1.6 Factors influencing employees' level of benefit from QWLFP

With regards to the range of factors that influence employees' level of benefit from QWLFP, the study conceptualised the role of social factors like age, marital status, education, gender, and religion, duration in service, income, employment status and cadre as basis for social exchange in organisation. Wright (2002) observed that factors such as age, education, employment status, income and gender are crucial variables that relate with the level of QWL among employees. Ahmad (2017) found association between demographic variables of age, income, service years, and education of employees and QWL. However, it is unknown the impact that these variables will have on employees' level of benefit from QWLFP, given that it is one of the enquiry which this present study seeks to fill. Thus, it is hoped this present study through its findings will contribute to the dearth of literature in this area.

Nevertheless, a few closely related studies on the above conducted on nursing staff revealed that the employment duration significantly impacted on QWLF (Stamps and Piedmonte, 1986). Likewise, Bharti et al., (2010) found a relationship between the duration of service and the extent of QWLF in teaching environment of the people.

Also, Cooke (1994) found out that employee benefit from profit-and-gain sharing programmes contributed immensely to employee performance in their organisations.

2.1.7 Employees' level of satisfaction with QWLFP in Nigerian organisations

For organisations to remain competitive, it is necessary that they attract and keep the best employees. To do that, they would have to shift focus to better efforts such as effective management of resources and environment to achieve a better performance and hence an improved output. Most large multinationals, go beyond the legal employee entitlements, to provide certain additional benefits for employees. Examples of these include health insurance policies, on and off-site medical care facilities, counselling, crèche, children's educational benefit, and professional training. However, while it may be easy to think of a better QWLFP for employees in the oil and gas sector, the same may not be true of other sectors such as manufacturing, given that only a few organisations have a good record of supporting quality of work life programme sustainably.

Tella, Ayeni and Popoola (2007) noted that employers who want quality service and improved productivity must see their employees as foundation to achieving such and therefore look towards investing in their welfare through the implementation of QWLFP given the fact that the organisation is only as effective to the extent to which employees are satisfied and act towards its goals. The policies and practices of organisations in terms of QWLFP can influence the quality of work life of employees. For instance, a rigorously enforced occupational healthy and safety programme, can ensure a safe and healthy work environment void of accidents and industrial health hazards which for employees can be perceived as a positive indicator of an effective QWLFP implementation. It therefore means that QWLFP implementation may be set into motion with regards to employees' overall well-being at work.

Studies show employee health and well-being as affected by the complexity of the job. For instance, it was observed that high workloads invariably led to a stressful work environment which could significantly influence employees' health and well-being. It therefore means that a healthy workplace is one that allows for employees' to healthily and condusively engage in goal oriented or non-goal oriented activities with

no hindrances. In the view of Rethinam and Maimunah (2008), QWLFP results in an undemanding work atmosphere which provides a comfortable work-life for employees.

Hundson (2005) criticised QWLFP on the basis that its availability does not automatically translate into uptake by workers, and hence decreased work-life conflict and improved performance, retention and decreased absenteeism. However, the way employees perceive QWLFP and the satisfaction they derive from it could impact on their job attitudes in terms of their job satisfaction and Organisational commitment.

Experts studies have found that safe and healthy work situations have a considerable effect on quality of work life (Stein, 1983; Kerce and Booth-Kewley, 1993; Newell, 2002). Stein (1983) suggested that while sometimes overlooked, it is quite difficult to experience quality of work life without satisfactory working conditions. Kerce and Booth-Kewley (1993) suggested that a high the quality of work life could possibly occur when factors like protected working environment, democratic supervision and job involvement is experienced by the employees amongst others. Newell (2002) highlighted that the quality of work life entails an enhancement of workplace settings in such a way that leaves a more pleasant and rewarding worker operations and experience.

In Nigerian organisations, there are marked differences between multinational enterprises and indigenous enterprises in terms of the quality of work life experienced and the workplace standard practiced. According to Iyayi (2005), in the level of artifacts, the differences between indigenous and foreign organisations ones are glaring for instance in the use of space, when it comes to building housing estates, it is obvious that foreign organisations in Nigeria establish and operate by far higher levels of standards than do Nigerian organisations. Confirming this, Osagbemi (2000) mentioned working conditions which are dissimilar to international and local standard such as with respect to availability of power and status, promotion opportunities, pay satisfaction and task clarity. Thus, infrastructural provision, especially inexpensive and decent accommodation, safe and healthy work tools, conducive working environment, protection of lives and possessions, satisfactory social amenities and so on, are critical to fulfilling the quality of work life expectations and tastes of the emerging Nigerian workforce.

Similarly, Epie (2007) noted that the quality of work life in Nigeria is unlike those of western countries in terms of infrastructure, legal protection of the worker, quality of life and culture. While this reflects a positive outlook in the implementation of QWLFP as practised elsewhere, the Nigerian work organisation is dissimilar. Employees' experience of quality of work life and employers' response to adopting and implementing a positive organisational culture expressed in effective QWLFP and policies appear low.

Furthermore, it has been observed that, beyond the need to ensure fair pay, safe working conditions, and fair treatment of employees which are often among the common and basic components of QWLFP found in most companies, when it comes to the adoption and implementation of QWLFP, not too many organisations respond to specific employees' expectations and needs. A few organisations that have adopted QWLFP only have them partially implemented (Oleabhiele, 2012).

Also, it would appear that the all-employee welfare schemes or programme in most Nigerian organisations are cash-based ones. Even amongst the employees, the demand often is for higher basic salaries and wages, rather than incentive and favourable working conditions. While it may be easy for most large companies in Nigeria to give bonuses and long service awards to their employees, small business enterprises may find it challenging to implement such financial schemes and even QWLFP. And also, in most cases, the opportunities for demanding and achieving a committed and dedicated workforce may have been compromised by an adjustment of the desirable method of recruitment and selection procedure given the need for cheap labour.

Empirically, the quality of work life experienced by the Nigerian workforce is low (Osagbemi, 2000; Fajemisin, 2002; Epie, 2007; Tella, Ayeni and Popoola, 2007; Uche, 2008; Yetunde and Popoola, 2010; Oleabhiele, 2012; Chinomona and Dhurup, 2014; Oleabhiele, 2015). For instance, an analysis of quality of work life in relation to teacher's job in the Nigerian secondary schools by Ilesanmi (2007) revealed that it was designed based on the principle of the scientific management theory. It was found that Nigerian teachers were not passionate in performing their duties, because of the quality of work life which they experienced. Features such as absenteeism, dereliction of duty, high labour turnover rate were found to be commonly associated with Nigerian teachers. The study revealed that the teachers were not motivated and had a poor

quality of work life because their salaries were not duly paid. And as such they stay absent from schools, and if they find a better opportunity, they quit immediately (Ilesanmi, 2007).

Over the past decade, increase in workplace assault, extents of absenteeism, together with increasing employees' compensation claims are all proofs of a low quality of work life. It is noteworthy that, until the quality of work life of Nigerian employees is improved; the Nigerian organisation will lag behind and will have no competitive advantage (Iyayi, 2005). It therefore means that the Nigerian work environment and the quality of work life experience by employees must be improved through effective QWLFP implementation in Nigerian organisations.

2.1.8. The concept of job attitudes

In pursuit of a general atmosphere of employees' trust, loyalty, commitment, identity and belonging, employers must begin to look at their employees as assets and not as one of the factors of production but as one with essential needs. Specific workers' attitude relates to job satisfaction and organisational dedication which forms a main field of interest in organisational behaviour and human resources management practice. Job satisfaction and commitment to an organisation are critical components of employees' attitude which could significantly affect the work experiences of employees.

2.1.8.1 Job satisfaction

The term 'Job satisfaction' was introduced in 1935 by Hoppock who defined it as, any blend of mental, physical and environmental conditions that enables an individual to confidently proclaim "I am satisfied with my job." Job satisfaction involves a pleasant emotional state resulting from the evaluation of one's job or job experiences (Locke, 1976). Job satisfaction is generally renowned in the field of organisational behaviour as the most important and frequently studied employee job attitude (Mitchell and Lasan, 1987). An understanding of job satisfaction as a reflection of the job attitudes of employee becomes important in the face of prevailing negative QWLF experience in the workplace.

Supporting the above definitions, Ellickson and Logsdon (2002) defined job satisfaction as an extent to which employees love their work. Since Herzberg's (1959) work on satisfiers and dissatisfiers in the work place, job satisfaction became commonly used as the means of improving employee motivation. Although, job satisfaction has been defined by several authors, a consensus in the definitions that has overtime appeared and currently is still obvious conceives of it as a positive feeling that an individual has towards his or her job (Locke and Lathan, 1990; Mitchell and Lasan, 1987; Schermerhorn, 1993; Pugno and Depedri, 2009; Rast and Tourani, 2012). Tella, Ayeni and Popoola (2007) noted that job satisfaction derives from employee's awareness and acknowledgment of a favourable feeling about his or her job.

On the dimensions of job satisfaction, Luthan (1998) identified three important dimensions:

1. Job satisfaction is directly an emotional response to a job situation. While as it cannot be seen, it can only be experienced or inferred.
2. Job satisfaction is mostly ascertained by how well outcome meets or exceeds expectations.
3. Job satisfaction represents several related attitudes which the most important characteristics of a job about which people have effective response. These, to Luthans, are: the work itself, pay, promotion opportunities, supervision and coworkers.

Researchers have shown that job satisfaction cannot be overemphasized because the absence of it not only results in reduced organisational commitment, it also leads to negative work behaviours like lethargy, absenteeism and turnover intentions (Jamal, 1997; Moser, 1997; Alexander, Lichtenstein and Hellmann, 1998; Tella, Ayeni and Popoola, 2007). In the same vein, if organisations' employees feel that they are working hard and that their needs are not being met through QWLFP in the organisation, they will most likely exhibit negative attitude towards their work or task, their supervisors and coworkers.

Furthermore, if they feel they are being treated very well and are being rewarded, they are likely to maintain a positive attitude towards the job. Tella, Ayeni and Popoola (2007) noted that employees whose needs are not being met may end up quitting their

jobs for better paying jobs or to where they considered as 'greener pasture'. This experience is commonplace in countries struggling with dwindling economy and its concomitant such as poor conditions of service coupled with late salary payments (Nwagwu, 1997). According to Tella, Ayeni and Popoola (2007), satisfaction on a job could be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met (through QWLFP).

2.1.8.2 Organisational commitment

Porter, Steers, Mowday and Boulian (1974) defined commitment as an additive function of a person's desire to remain a member of an organisation, their willingness to exert high effort for the organisation; and their belief in the values and goals of the organisation. Staw and Salancik (1977) saw commitment as an individual's mental bond to the organisation. Buchanan (1974) defined commitment as "an additive function of three things: organisational identification, job involvement, and organisational loyalty".

To Mowday, Porter, and Steer (1982), commitment is simply attachment and loyalty. Similarly, Northcraft and Neale (1996) affirm that commitment is an attitude reflecting an employee's loyalty to the organisation, and an ongoing process through which members of an organisation express their concern for the organisation and its continued success and well-being. Commitment is associated with the feelings of individuals about their organisation. Apparently, employees' attachment and loyalty stand out from these definitions.

Organisational commitment refers to an individual's feelings about the organisation as a whole. It is also the psychological bond that an employee has with an organisation. It has been found to be related to goal and value congruence, behavioural investments in the organisation, and likelihood to stay with the organisation (Mowday, Porter, and Steers, 1982). Organisational commitment is the extent to which a worker recognises with the organisation and desires to carry on. It is the level of the worker's eagerness to continue with the organisation in the future. It also mirrors the employee's belief in the mission and targets of an employer and his/her willingness to expend attempt in their achievement with intent to carry on working there (Singh and Pandey, 2004).

Meyer and Allen (1991) proposed a three-component mode of commitment. All the three components have implications for the continuing involvement of the individual in the organisation. These include:

1. Affective Commitment: Psychological attachment to the organisation.
2. Continuance Commitment: Costs associated with leaving the organisation.
3. Normative Commitment: Perceived obligation to remain with the organisation.

1) Affective commitment

Affective commitment is an emotional affiliation with the organisation that comes with promising prospects for the retainment of employees within the organisation and for the perseverance of the organisation. This implies that workers will remain in the organisation because of their strong love, emotional ties and feeling of loyalty to the attainment of their organizational goals and value. Employers are more likely to reap quality performance and productivity from such employees. Murphy (2009) saw affective commitment as an optimal commitment component.

2) Continuance commitment

Continuance commitment is the predisposition to remain with an organisation on the basis of cost considerations (Meyer and Allen, 1997). It therefore means that when employees perceive and consider the benefits of remaining in an organisation as outweighing the cost of leaving the organisation, they are said to have continuance commitment. This is the nature of commitment that employees display when they need the job. Here, they keep the job not out of the want for it, but for the need of it. Murphy (2009) noted that continuance commitment is not a promising type of commitment because it does not carry good prospects for the attainment of organisations goals and objectives.

3) Normative commitment

Normative commitment is defined as remaining in the organisation but not due to any form of coercion. Usually a normative commitment reflects an employees' sense of duty for being part of an organisation. Here, the employee feels to need to reciprocate in good will especially when the employee feels that he/she is being well treated by his/her organisation (Herscovitch and Meyer, 2002). Murphy (2009) however,

considered normative commitment as a more positive form of commitment than continuance commitment.

2.1.8.3 Measuring organisational commitment

According to Meyer, Stanley, Herscovitch, and Topolnytsky, (2002), studies in organizational research often employ Meyer and Allen (1997) three-component model of commitment namely; affective commitment (AC), normative commitment (NC) and continuance commitment (CC) when analysing commitment issues. According to Jaros (2007), employees experience commitment as a synchronised attitude. That is the employees' commitment at every point in time depends on employees' relationship with and emotional attachment to the organization (AC), perceived feeling of obligation on the part of the employee towards the organization (NC) as well as employee consideration of value and cost to be derived from the organization (CC).

It is important to note that this model has enjoyed long and wide-spread use by expert to forecast salient outcomes such as absenteeism, tardiness, job performance, turnover and citizenship behaviors (Meyer et al., 2002).

2.1.9 The influence of QWLFP on job satisfaction and organisational commitment

Fapohunda, (2013) noted that certain factors play significant role in satisfying employees needs. The focus is on motivating workers for an improved work performance, however with the accurate skills because even though job satisfaction is crucial for attaining work performance, yet, it still can not achieve performance without the accurate capabilities. Fakharyan, Jalilvand, Dini, and Dehafarin, (2012), noted that the essence of motivation to work is to enable employees fulfill their needs at work.

Earlier studies reveal that a good quality of work life is associated with employee outcomes such as job performance, job involvement, organisational identification, job effort, job satisfaction, intention to quit and the organisation's turnover (Sirgy, Efraty, Siegel and Lee, 2001 and Chinomona, Chinomona, and Joubert, 2013). Farah, Farah and Shumaila (2013) noted that quality of work life affects organisational identification, job involvement, job effort and performance, job satisfaction, and personal alienation.

Researchers have observed that employees have become more exposed to see work as a huge factor in their subjective development and as a means of shared sustenance somewhat more than purely a way of obtaining monetary freedom (Kerce and Booth-Kewley, 1993). Warr, Cook, and Wall (1979), in an investigation of quality of working life, discovered proof for an association between job satisfaction and total life satisfaction and happiness as well as with self-rated anxiety. It therefore means that QWLFP can be seen as a crucial aspect of an individual's overall quality of life (QOL) as well as determining their job satisfaction and their dedication to their work. The more satisfaction employees derive from their job, the more committed they will be at their jobs.

Dex and Smith (2002) in a study showed that: (a) there are positive effects on employees' commitment from having work-life plans. (b) Just about nine from every ten policy firms with knowledge of these policies and programme considered them cost effective. (c) The boost in firms' achievement was connected with having one or more work-life policy in the case of five out of six performance indicators. A suitable illustration of global organisations that appreciate work-life plans such as IBM, Lloyds, Tata Consultancy Service (TCS), TSB, BT etc. revealed that work-life programme bring plain advantages to organisations (Narender, 2007). This suggests that employers who support work-life programme and make available these programme will probably gain a competitive advantage in the labour market as noted by Saraji and Dargahi, (2006) that a high QWLFP in organisations is vital for employers to ensure its attraction and retainership of employees.

The QWLFP can substantiate job attitudes for employees; which ranges from lower absenteeism and turnover to higher productivity and less casualty, high job satisfaction, organisational commitment and other bottom-line benefits. In light of improved employees' lives with QWLFP implementation, researchers have consistently found positive correlation among QWLF, job and life satisfaction (Canto, Solis, and Tun, 2020). For instance, Canto, Solis, and Tun, (2020) observed that it has become part of organizations social responsibility to contribute to the quality of work life of their employees, which means need satisfaction through a better work experience leading to job satisfaction and organizational commitment and overall life satisfaction. To achieve this, the organization is required to be healthy.

Similarly, research reveals that improving quality of work life for employees can impact positively to reduce turnover and absenteeism, increase productivity, develop dedicated and committed workforce who are adaptable to organizational change. Therefore, through QWLFP, employees, industry and society all win (Anuradha, and Pandey, 1995, Chinomona and Dhurup, 2014, and Alqarni, 2016).

Thus, QWLFP is an essential factor yielding job satisfaction and organisational commitment at work. Quality of work life programme involves an employees' outlooks of work dimension such as with extrinsic rewards and benefits, working condition, internal and external equity, job security, career opportunity, authority, decision, organisational and interpersonal relations with intrinsic meaning in the employees' life (Garg, Munjal, Bansal and Singhal, 2012; Jayakumar and Kalaiselvi, 2012).

It therefore means that a successful organisation is one that ensures an atmosphere of collaboration among all stake holders with an attitude of satisfaction and commitment. To achieve this, management support must be an almost universal prerequisite for successful QWLFP. This means that the failure of managers to adopt and implement QWLFP for employees will create job dissatisfaction for the employees which will eventually result in lack of organisational commitment. Thus, QWLFP is predictable in ensuring organisations have satisfied employees with a greater sense of organisational commitment which will in turn yield success for the Organisation in terms of the attainment of its objectives.

And finally, QWLFP will reveal the benefits and disadvantages and even the implications underlining such a programme on both the employee, employer and as well as the organisation. To evaluate the influence of QWLFP, the factors affecting the implementation of this programme can be considered.

2.1.10 Factors affecting the implementation of QWLFP

According to Epie (2007), the provision of work-life programme that is set-up by the employers to boost the quality of life of the workers is often affected by already existing organisational practices and culture prominent among which is the issue of a rigid working time; a fixed eight (8) long-hours norm of working time and the undue

stress on employees to work over-time even exceeding the 8-hour norm. Also, beyond the rigid working time and the fact that firms often regulate work hours, work designs and quality of work life inventiveness of their workers are equally regulated without consideration for employees' need especially for increased autonomy in matters of their work and time. These are major obstacles to the widespread diffusion and the success of QWLFP initiative (Epie, 2007).

Also, a prominent obstacle seems to be steaming from the performance appraisal systems in most work organization where promotions and occupational growth and even payment systems are based on a full-time never-ceasing till retirement-work systems that can no longer accommodate a new brand of educated and vibrant workforce with ever changing priorities (Epie, 2007).

Another factor may be management perception and attitude towards quality of work life initiatives and possibly a lack of pressure from union representatives to enforce such and as such it would appear that the choice to offer or not to offer work-life programme is often one that is dependent on management decision. Substantiating this, Epie (2007), noted that in the Nigerian private sector, unions that exist do not pressurise management on the implementation of such policiesd (Epie, 2007). Confirming this, Bohlander, Snell and Sherman (2000) identify common problems in the implementation of QWLFP to include poor managerial attitudes and a limited participation of unions in the control and decision-making process of QWLF issues. It therefore means that an adjustment of managerial attitudes and a free participation of unions at all levels is vital to allow any QWLFP to be successful.

Similarly, Jayakumar and Kalaiselvi (2012) identified the following as barriers to QWLFP implementation: management and employees resistance to change, perception of cost with regards to the implementation of QWLFP, the misconception that productivity may not be proportionate to investment in QWLFP, common dissatisfaction leading to unhealthy comparison and competition among colleagues who are skeptical with the organisational system of performance appraisal.

2.1.11 Empirical review of literature

2.1.11.1 Studies related to quality of work life

Nadler and Lawler III (1983) in their study on the quality of work life: perspectives and directions, noted that the standards arrived at from a critical assessment of quality of work life in the workplace is at the risk of losing its existence. To prevent this risk, they discredit numerous "definitions" of the concept that were vague and successfully provided a clear-cut definition. They identified six factors that distinguished more effective QWL efforts from less effective ones. First, is a perception of need; the ability of effective organisations to recognise a problem. Secondly, the problem must be relevant to the organizations' objectives. Thirdly, a design to ensure active participation must be initiated. Fourthly, definite rewards based on the process and outcome of QWL must be created. Fifth, management involvement at all stages is essential. And, finally, QWL must engage all organizations' members in a manner that erodes the "we-they" contentions. The study also discovered that a high quality of work life leads to improved job satisfaction and employee involvement. The study concludes that if the QWL effort is to succeed, there must be some particular, concrete QWL activity in which senior managers can participate.

In a study by Gopinath (2019) on the quality of work among a sample of 150 LIC employees using simple random sampling method, found the consistent and committed pursuit of management approach towards QWL as influencing element of employee quality of work life in the organization. The study concluded that there is a need to address the numerous personnel, management and organizational issues as an entity.

Eslavath and Khaleel (2019) investigated educators' quality of work life dimensions such as their nature of job role, career growth and development, work environment, and their general well-being in the attainment of organizational objectives in four Colleges located in the Lebanese French University campus in Erbil Kurdistan region of Iraq. A sample of 50 respondents was collected and analyzed. The Statistical Package for Social Sciences Research and other statistical tests were applied. Findings revealed a high level of quality of work life for Lebanese French University educators. The study concluded that quality of work life aided employee's job satisfaction, training opportunities and working conditions.

Maghaminejad and Adib-Hajbaghery (2016) carried out a cross-sectional study to investigate the QWL of 65 faculty members' of the Kashan University of Medical Sciences during the year 2012. A random selection of faculty members was made through a list prepared through the University's website. The study used questionnaire and t-tests and one-way analyses of variance to statistically analyse its data. The study's results revealed faculty members' overall QWL was 72.98 ± 9.62 . No substantial variance was seen amongst the mean of quality of work life with scientific ranking, place of work, and living location. The study concluded that a good QWL for faculty members will have a positive implication for attracting and retaining employees especially in higher institutions where there is great incidence of job hopping.

Fapohunda (2013) who evaluated the views of employees' on 15 QWL indicators and administered questionnaire to a sample of 300 employees of four organisations in Lagos Nigeria over a period of two months (July – August, 2013), found that most employees did not give high positive ratings even though some of the indicators were positively assessed. Specifically, while some indicators showed significant gender gaps others had similar levels of satisfaction. The study concluded that for organisations to achieve a high-quality work-life experience for employees, it must be committed to consistently and steadfastly take measures to improve QWL and invest in the work force responsible for organisational sustainance.

Also due to a lack of unanimity regarding the explanations advanced till date on QWL issues, Martel and Dupuis (2006) in their research on quality of work life, examined the theoretical and methodological problems with the concept and presented a new model and measuring instrument. The study suggested a novel conceptualisation of QWL stimulated by their investigation on quality of life (QOL); a similar concept that has equally been misconstrued in literature. Hence, from their definition of QOL, the study defined QWL and designed its own instrument for measuring QWL; the Quality of Working Life Systemic Inventory – QWLSI). The study also found that factors of income influenced employee perceived quality of work life.

2.1.11.2 Studies on quality of work life programme

Cooke (1994) in his analysis of employee participation programmes, examined the influence of union representation on employee participation programmes, and on group-based incentives and firm performance. The study's data was collected in 1989 from an estimated union representation of 841 manufacturing firms in Michigan. Findings showed that unionized firms substantially performed more than nonunion firms in employee participation programs, whereas nonunion firms performed more in gain sharing programs than unionized firms. Thus, the study concluded that employee performance in their firms was as a result of their participation in profit and gain sharing programme.

Saraji, and Dargahi, (2019) equally conducted another survey on the quality of working life on TUMS hospital staff. Findings from the survey revealed that majority of the employees experienced a poor quality of work life as they were dissatisfied with their organizations' OHS programme, their pay, poor work-life balance, middle and senior managers, and equally noted that work was uninteresting and dissatisfactory.

Similarly, Gbadago, Amedome, and Honyenuga, (2017) examined the influence of occupational health and safety (OHS) on employee performance. Specifically, the study sought to examine the level of employee awareness of the occupational health and safety policy, the implementation of the occupational health and safety policy, identify hazards faced by employees, and management challenges with the implementation of the policy. Using the simple and stratified sampling technique, 116 employees and 5 management staff of South Tongu District Hospital in Ghana were observed and surveyed. Findings revealed that OHS measures impacted on employee performance and that 79.5 percent employee were aware of OHS policy, Although, the findings revealed that the management were constrained financially in the implementation of OHS measures, it also found that OHS measures were effectively implemented. Also findings revealed that employees experienced biological, mechanical, physical, psychological hazards.

2.1.11. 3 Studies on demographic variables and quality of work life programme

Amin (2013) in his study which investigated the role of career development and personal factors as predictors of quality of work life outcomes of 429 white-collar employees drawn from five Public service organisations who were administered questionnaire in Medan, Indonesia, found a relationship between career development and employee quality of work life. Also, personal factors such as; employees' age, sex, educational level, length of service and marital status were found to be significantly correlated with quality of work life. The study's findings have implication for understanding QWL as a way by which management can achieve employee and organisational needs.

Anyaoku (2016) whose study measured the relationship between QWL and some demographic characteristics of Liberians and used a sample of 175 librarians drawn from diverse libraries in Nigeria, using the Quality of Work Life scale for data collection, found a significant relationship between QWL and years of work experience, age, gender, institution type and, also a high QWL for librarians with respect to social relevance of work, unity for continued growth and security, and social integration in the work organization. However, Librarians showed dissatisfaction for aspects like training and retraining, fair remuneration, equal right issues, provision for job performance. The study found no relationship with QWL and educational qualification. The study therefore concluded that it is vital for Libraries to devise initiatives to advance their working condition while noting the need to ensure adequate compensation of librarians for job retention and productivity.

2.1.11. 4 Studies related to job attitudes

Swapna (2015) using a descriptive research studied quality of work life metrics as a predictor of job satisfaction and organisational commitment in the Indian IT industry. The study used 3 IT Companies as case units and analyzed them indepthly. The study collected data using the convenience sampling method and random sampling method to select 10% of the total operational executives in each company. Analysis was done using ANNOVA to check for significant differences with demographic variables (gender, age, marital status and work experience level) and their perception towards QWL, job satisfaction and organizational commitment. The study found significant association among QWLF and job satisfaction and organisational commitment. Also

findings revealed a significant difference in gender and their perception towards QWL, job satisfaction and organizational commitment, also for marital status and perception towards QWL and job satisfaction. Also, matured employees irrespective of their marital status were more prone to have higher commitment in the organisation. The study equally revealed that QWL dimensions led to organizational commitment and job satisfaction. Hence, the study recommended that companies' HR policies should be gender specific to ensure a good QWL that will enhance job satisfaction and organizational commitment.

Saraji, and Dargahi, (2006) engaged a cross-sectional, descriptive and analytical approach to investigate the positive and negative attitudes on the employees from their quality of life. The study selected 908 employees from the nursing, supportive and paramedical groups of 15 hospitals using a stratified random sampling technique and administered copies of questionnaire. Findings revealed a poor quality of work life for TUMS hospitals' employees as they indicated that work was uninteresting and dissatisfying. Results equally found a high level of dissatisfaction with OHS, pay, work life balance and time spent with family and intermediate and senior managers. The study recommended more education and trainings for TUMS hospitals' managers on QWL issues.

2.1.11.5 Studies related to quality of work life programme and job satisfaction

Rose, Beh, Uli, and Idris, (2006) examined the level of relationship between QWL and career-related variables. A sample of 475 executives from the electrical and electronics industry in Malaysia was drawn from a list of industrial firms registered with Malaysian Industrial Development Authority (MIDA) using a stratified random sampling technique. The result revealed that career achievement, career satisfaction, and career balance were significant with 63% of the variance in QWL. Employees were satisfied with their career achievement (70.3%), career satisfaction (63.8%), but were less satisfied with their career balance (36.6%). Their research concludes that top management must understand the role of QWL in attempts to attain a career fit between the needs of the employees and the needs of the organization.

Akmal, Zainol, Mansor and Ghazali (2012) in their study on the relationship between recreational programme and job satisfaction and the importance of recreational programme and leisure satisfaction found that recreational programme is common among forms of programmes that enhance employees' job satisfaction. Thus, the study found a positive association between recreational and job satisfaction, and recreational and leisure satisfaction. The study concluded that organisations must ensure recreational and leisure programme as it contributed to the attainment of organisational objectives.

Abbas and Jyoti, (2010) examined job satisfaction factors such as financial, working condition, geographic location, supervision, advancement opportunities, organizational prestige and gender for a selected convenient sample size of 188 faculty members of 32 professional colleges in Delhi National Capital Region. The study engaged a mixed method approach which involved quantitative and qualitative research design and analysed collected data using a descriptive and inferential statistical methods such as percentages, chi square test, correlation matrix and ranking of variables. The study found positive job satisfaction levels among faculties and revealed a significant relationship between four factors except for gender while equally observing that faculty's commitment to job and intention to remain with their present jobs were dependent on organizational prestige, advancement opportunities, and financial factors. The study concluded that job satisfaction of faculty members were crucial for effectiveness and efficiency in the higher educational system.

Muindi and K'Obonyo (2015) did a critical review of extant literatures and investigated employee related factors such as job satisfaction, employee personality, and competence as a moderating influence on the relationship between QWLF and employee's performance. The expectancy theories of Vroom, Porter, and Lawler were used. The theory argued that an illumination on the factors influencing employee performance is still a central inquiry for HR management practitioners. The study concludes that although effective organizations view job satisfaction as vital for job performance, job satisfaction alone cannot lead to performance, corresponding competence is crucial to achieve performance.

2.1.11.6 Studies related to quality of work life programme and organisational commitment

In a study by Diraviam (2016) which evaluated the relationship between dimensions of QWL and dimensions of organizational commitment of Health care professionals in Thanjavur district, findings revealed a significant association between QWL and organizational commitment. Findings equally revealed a significant relationship between QWL dimensions (opportunity for continued growth and security, safe and healthy working, constitutionalism in the work organization, adequate and fair compensation, social integration in the work, work life social dependence, immediate opportunity to develop human progress capabilities and total life space had significant relation) and organizational commitment dimensions (normative, continuance and affective commitments). The study recommended that a special attention by managements of organisations on QWL of employees will yield organizational commitment.

Nair, (2013) studied the effect of QWL on organizational citizenship behavior (OCB) which combined the review of extant literature and a survey among College Teachers in and around Thrissur District, Kerala found a relationship between QWL and OCB and further gave insight on the ways to enhance the QWL among College Teachers.

In a study conducted by Fattahi, Kazemian, Damirchi, Kani and Hafezian (2014) which examined the relationship between the quality of occupational life and employee's organizational commitment in Sari health center in 2013, and objectively collected descriptive data from 73 employees of Sari health center using a simple random sampling and with data equally analysed using correlation and regression to test relationship between variables, the study found a significant relationship between occupational life quality and organisational commitment. Also, the studys' findings revealed that occupational growing chance, occupational life quality, and social cohesion predicted employee's level of commitment.

Simiarly, Daud (2010) considered the relationship between QWL and organizational commitment. Employees in Malaysia were sampled. The study's results revealed a

significant relationship between QWL and organizational commitment and provided awareness for improving employees' commitment in Malaysian firms.

2.2 Theoretical framework

The social exchange theory and expectancy theory are the theoretical pivot for the study. The social exchange theory was chosen because it was helpful to spot positive effect connected with quality of work-life programme.

2.2.1 The social exchange theory

The proponents of this theory are George Caspar Homans (1961) and Peter M. Blau (1964). However, in this study, Homans' concept of social exchange, which asserts that the main drive in interpersonal relationships is the satisfaction of individual and group interest, was emphasised because it captured the need for satisfaction as well as social interactions that have economic implications on both the employees' and the employer's needs. According to Homans (1961), as expanded by Ritzer (2011), the theory envisages social behaviour as an exchange of activity which can be rewarding or costly between two parties. He saw the elementary behaviour as two-sided in terms of rewards and costs. To him, all human activities are motivated by the desire to gain 'rewards' and avoid 'costs'. Homans' theory, summarily, views the actor in a social relationship as a rational profit seeker (Ritzer, 2011), hence parties enter into social relations for the purpose of securing a profit.

The theory, applied to this study, explains that workers are quick to perform better when they perceive that they are getting social profit such as an effective QWLFP; they tend to believe they should give back with organisational commitment. According to Muse and Stamper (2007), in social exchange the parties concerned are disposed to act in the present in anticipation of a future reciprocation. This means that organisations that provide QWLFP for employees can expect positive reactions or feelings from their staff about their job, thus creating in them a sense of duty to give back with an extra effort.

2.2.2 The expectancy theory

Vroom's (1964) expectancy theory argues that the predisposition to behave in a certain manner is determined by the expectation of the outcome to the individual. The

expectancy theory simply put, explains that employees are often propelled to exert a high level of performance when they believe that, performance will result in a good job evaluation and in turn create rewards or benefits such as a bonus, a salary raise, or a promotion that will satisfy employees' personal needs (Judge and Judge, 2007). The theory was chosen because it captures employees' perceptions of organisational supply and need satisfaction as stemming from the implementation of QWLFP.

The expectancy theory applied in this study, explains that when organisations implement QWLFP, employees' expectations about their QWLF will be met, that is, their QWLF will be improved and as such they will be fulfilled. When employees are fulfilled, it will positively impact on their job attitudes, yielding for the organisation satisfied and committed employees which will have positive implication for the attainment of organisational objectives. The theory explains employees' job attitudes such as job satisfaction and organisational commitment as a function of employees' expectation of improved QWLF through the implementation of QWLFP in their organisation, as well as employer's expectation that the implementation of QWLFP in the organisation could become agents of influence in determining positive job attitudes of employees in terms of their job satisfaction and organisational commitment.

2.2.3 Theoretical synthesis

Expectation is an intrinsic and cognitive process in everyone, which forms the basis of human attitudes and behaviours in social relationships. Every human activity begins with or stands on the attainment of some needs or interest of individuals or groups. The expectations that people have determine their exchange relationship. Employers and employees have needs that they expect to achieve from each other in the organisation. In a bid to improve QWLF for employees, employers may adopt and implement QWLFP with the expectation that once employees' QWLF is improved, it will lead to positive job attitudes such as job satisfaction and organisational commitment.

Therefore, QWLFP is a phenomenon of exchange in which success is dependent on employees' awareness of programme, participation in programme and perception of programme effectiveness in terms of how they have benefited from the programme. Also, employees' perception about the impact of this programme on their QWLF is

crucial in influencing their job attitudes in terms of their job satisfaction and organisational commitment. For an organisation, QWLFP is an exchange between the organisation and its employees, backed with the expectation that by meeting employees' need, they will be better positioned to achieve organisational objectives.

In reality, an organisation and its employees are at two polar ends of a continuum with an expectation and exchange relationship as the intervening tie between the two ends. The continuum in Figure 2.1 illustrates a simple scale of employer/employee relationship based on the researcher's abstraction from both theories.

The continuum summarised two main ideas concerning the process of the exchange relationship. The first idea, which is the exchange of QWLFP, is the main or central focus of the interaction between the organisation and its employees. Secondly, the exchange is one that is active at both ends of the continuum within the respective actors. Argyris (1958) explained this bipolar tension between employees' and organisations' needs. Thus, it may be appropriate to conceive of both parties as social organisms in a bid to survive on either end of the continuum. On one end, are the employees whose expectation are for a better quality of work life as impacted by QWLFP (the exchange) and on the other, are the organisation whose expectation is on the attainment of its objectives through QWLFP. The reciprocal intent of this exchange connection between the employees and organisation will result in the achievement of the respective goals of both parties in an efficient manner; yielding positive job attitudes (job satisfaction and organisational commitment) among employees which will lead to organisational effectiveness.

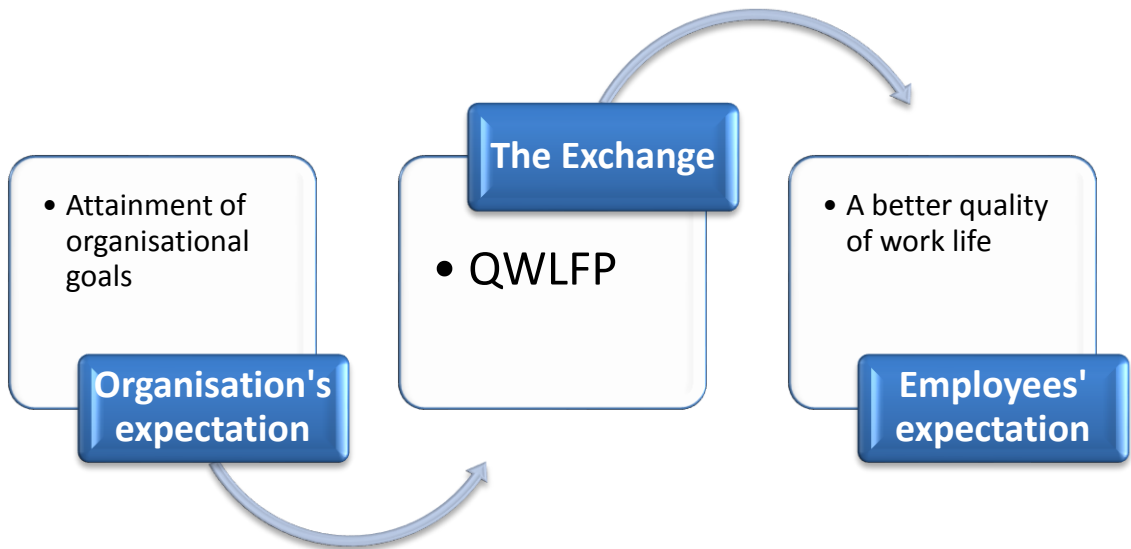


Figure 2.1: The expectation-exchange continuum

Source: Researcher's elaboration

2.2.4 Conceptual framework

The conceptual framework of the study, as shown in Figure 2.2, is the model that set the direction and the focus of this study.

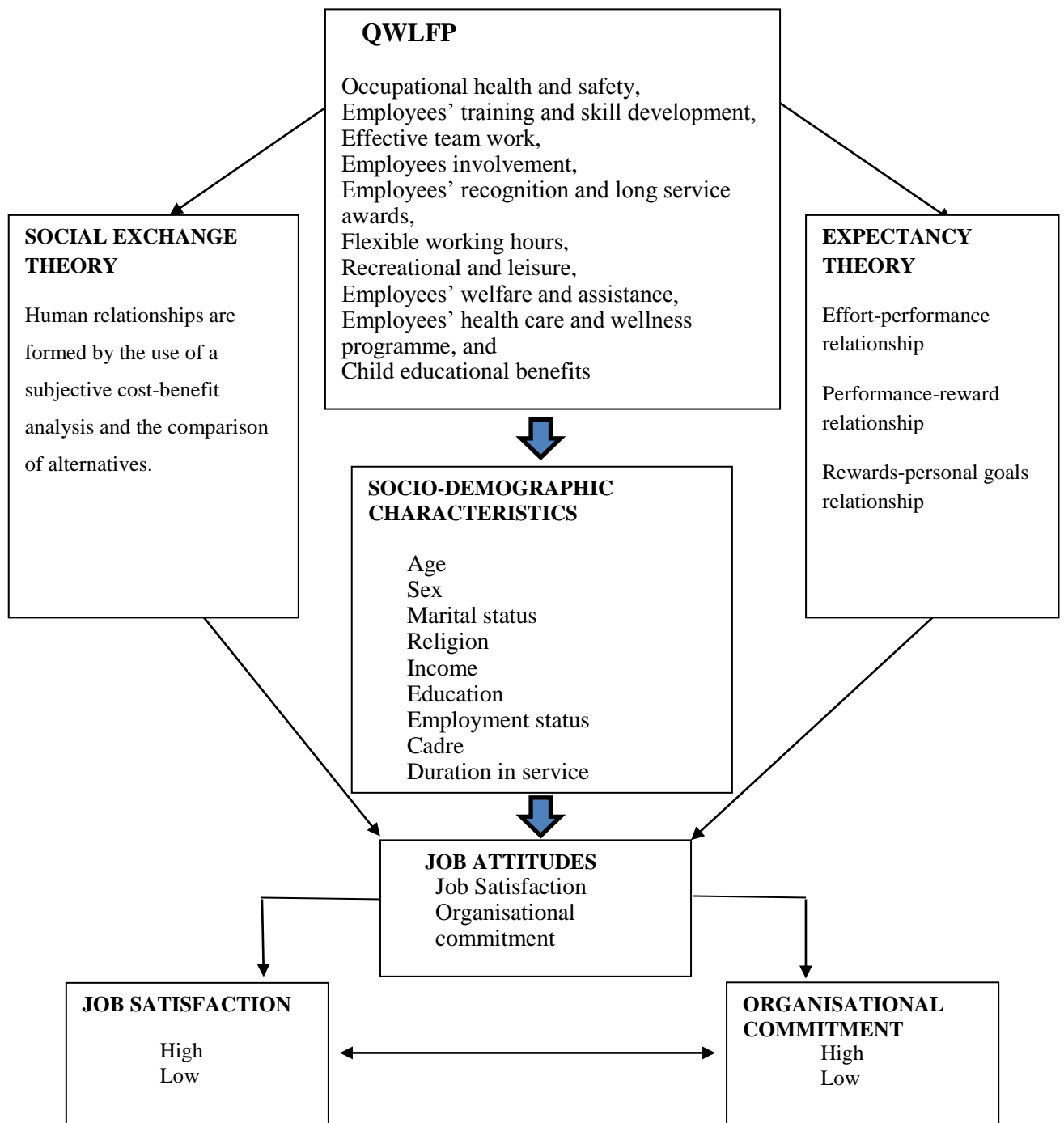


Figure 2.2: Conceptual framework showing relationship between study variables and theories

2.2.4 Explanation of the conceptual framework

The conceptual framework presents a hypothetical relationship between QWLFP and employees' job attitudes as influenced by employee socio-demographic characteristics such as age, sex, marital status, religion, income, education, employment status, cadre and duration in service. It is assumed that QWLFP may influence employee's job attitudes such as job satisfaction and organisational commitment. Every employer who provides QWLFP, expects it will bring about positive QWLF outcomes. This, however can only be achieved if job attitudes of employees to the organisation are not skewed; only employees who benefit from QWLFP and are satisfied with QWLFP have tangible proof of organisational care and support for them through QWLFP practice.

The social exchange theory asserts that the main drive in interpersonal relationships is the satisfaction of individual and group interest. Employees irrespective of their socio-economic status expect improved QWLF through benefits such as contained in QWLFP (training and skill development, flexible working hours, recognition and long service awards, employee assistance, and so on). However, their awareness of, participation in, and level of benefit from QWLFP can be largely determined by their socio-demographic characteristics such as age, sex, marital status, religion, income, education, employment status, cadre, and duration in service. Thus, QWLFP from the stand point of the organisation is an exchange between it and its employees, backed with the expectation that by meeting employees' need, they will be satisfied and better positioned in their commitment to achieve organisational objectives.

This exchange relationship that characterises the employer and employee milieu is beneficial to both parties. Beyond increased employees' output, for the organisation, it yields benefits to the organisation in terms of ensuring positive job attitudes (job satisfaction and organisational commitment). This way, organisations can see to the fulfillment of overall organisational objectives in the hands of highly satisfied and committed employees. For the employees, an effective implementation of QWLFP will result in benefit from and satisfaction with the programme. This means that their work experiences will be satisfying and pleasurable, further impacting positively on their job attitudes. However, there is bound to be conflicting interest when these expectations are not met. It could result in negative job attitudes or counter productive work

behaviours such as absenteeism, turnover, poor commitment, and low performance. It therefore means that low job satisfaction and a lack of organisational commitment will be a function of employee lack of benefit from and satisfaction with QWLFP in the study organisations.

CHAPTER THREE

METHODOLOGY

3.0 Preamble

This chapter describes and provides information about the research design, the study population, sample, sampling framework, sources and instrument of data collection, the operationalisation and measurement of variables as well as method of data analysis.

3.1 Research design

The study adopted a cross sectional survey research design and it was descriptive in nature. The research design is deemed appropriate because it encouraged the respondents to disclose their feelings and attitude more readily (Cooper and Schindler, 2003). It involved an investigation of QWLFP and job attitudes among employees in selected organisations in Benin City, Nigeria. The study combined a mixed method approach. This approach combined the use of quantitative and qualitative techniques of social inquiry. Consideration for a mixed-method approach was for a better understanding of the research problems because it allowed extraction of perceptions from both employees and management on the influence of QWLFP on job attitudes among employees in the studys' organisations.

3.2 Study area and setting

The study was conducted in Benin City. Benin City which is the State capital or administrative headquarters of Edo State is located in the South-South geo-political zone of Nigeria. The choice of the study area; Benin was based on findings from studies which revealed and substantiated that the QWLF experienced by employees was low (NBS/NCC Social-Economic Survey on Nigeria, 2008; NBS Social Statistics, 2009; 2012 and Mustafa-Shaibu, 2018). Also, most studies on work organisations often target highly industrialised regions in the South-West like Lagos, Oyo, and Ogun States to mention a few for quick and easy availability of data and the need to obtain best data set and results among many other reasons, with little or no attention given to

less industrialised regions in the South-South like Edo, Delta, States amongst many others who also have the potential for large scale industrialisation. The study filled this gap by its choice of Benin.

The setting for this study comprised two selected organisations in Benin City: a private organisation; Nigerian Bottling Company (NBC) Ltd. with its group's holding company, Coca-Cola HBC AG with headquarters in Switzerland and a public organisation; The Nigerian Petroleum Development Company (NPDC) Limited; the Exploration and Production Subsidiary of the Nigerian National Petroleum Corporation (NNPC) with headquarters in Benin City. It has been observed that multinational organisations regardless of their location i.e. whether situated in highly industrialised or non-industrialised areas operate by a far higher standard than most indigenous organisations especially in Nigeria given their expansively rich resource base and robust policies tailored after best practices (Iyayi, 2005). And as such, the presence and practice of quality of work-life programme in such organisations can be expected. Since, the focus was on organisations that had and implemented QWLFP, it became necessary to carry out the research in the study area and settings given that these organisations were top rated in the oil and gas and beverage companies in Nigeria, and were a standard for others (NPDC Newsletter, 3rd and 4th Quarter, 2013 and NNPC News, 2015).

Nigerian Bottling Company Ltd. is one of the biggest companies in the non-alcoholic beverage industry in Nigeria with 11 plants located across Nigeria. The Benin plant was chosen because of its unique characteristic as the Company's first ultramodern fully automated NBC plant in 2001 though the plant had functioned since 1970. This characteristic was crucial in confirming the presence and practise of QWLFP. Thus, the selected organisations in the study area were purposefully chosen based on the presence and practise of quality of work-life programme in these organisations and also for the purpose of drawing a comparative analysis between the organisations.

3.3 The study population

The study's population comprised permanent and contract employees of NPDC Ltd. and NBC Ltd. As at 21st October, 2016 and 13th March, 2017 during a formal to the organisations and from interactions and consultations with the Human Resource

Managers in the respective companies, the staff population of NBC, Ltd. was given as 294 including 128 Permanent and 166 Contract employees and for NPDC, Ltd. 1,095 including 599 Permanent and 496 Contract employees. The respondents for the quantitative data comprised all employees who had access to and participated in QWLFP in the organisations.

Table 3.1: Manpower statistics by organisations

Manpower Statistics	NPDC	NBC
Permanent employees	599	128
Contract employees	496	166
Total population	1,095	294

Source: Registry Office, HR Department, NPDC Ltd (13th March, 2017);
HR Department, NBC Ltd (21st October, 2016)

3.4 Sample size and selection procedure

Nigeria Petroleum Development Company (NPDC) had a total population of 1,095. Using Yamane's (1967) method for sample size derivation, 293 respondents were drawn as its sample size. As regards Nigeria Bottling Company with a population of 294, the total enumeration technique was used to select all employees given the size of the population.

Taro Yamane's Formula:

$$n = \frac{N}{1+N(e)^2} \quad (3.1)$$

Where n = sample size

N = population size

e = sampling error (0.05)

$$n = \frac{1095}{1 + 1095 (0.05)^2}$$

$$n = 292.9$$

The sample size derived from the Yamane's method of sample size determination was approximately 293 for NPDC while, the sample size using total enumeration technique for NBC was 294 culminating in a total sample of 587. For attrition purposes, 10% of the sample was added which gave an expanded sample size of 646 respondents. Thus, the total of 646 respondents; comprising 352 respondents in NPDC and 294 respondents in NBC constituted the sample size used as respondents for quantitative methods.

Table 3.2: Sample size distributions

Study organisations	Staff population	Selected sample size
NPDC	1,095	352
NBC	294	294
Total	1,389	646

Source: Survey 2017

3.5 Sampling procedure

The study used purposive sampling technique to select Benin as the study's location and NPDC and NBC as study organisations. They were selected due to the presence and implementation of QWLFP. Purposive sampling, as the principal form of non-probability sampling, involved direct and deliberate selection of specific elements of the population that could provide one with rich information on specific aspects to promote a deep understanding of phenomena under investigation (Van-Dyk, Coetzee and Tebele, 2013). The total enumeration and simple random sampling technique was used to select respondents for the study. While all employees had the chance of participating in NBC, employees in NPDC participated based on a stratified random selection from an organisational list of departments and employees used as sampling frame. The various departments constituted the strata from which employees was selected. Thus, the researcher covered all the departments in the organisation.

3.6 Research instruments

This study adopted both qualitative and quantitative methods of data collection that involves the use of questionnaire and interview as research instruments for the collection of the relevant data from the employees and management staff in the study organisations in Benin. The choice for a mixed method approach is rooted in the need for a more robust understanding of the phenomenon under study by capitalising on the respective strengths of each approach while counteracting their weaknesses (Barnham, 2012; Caruth, 2013).

To complement the data that was obtained through the questionnaire, In-depth Interviews and Key Informant Interviews (KII) were conducted in each of the selected organisations. This implied that employees, Union Heads and Representatives and Heads of Human Resources from each of the selected organisations were purposively selected. All discussions were audio-recorded with the aid of tape recorder and later transcribed to preserve all information gathered during the interviews.

In line with quantitative findings, the qualitative method was also adopted through the use of interview sessions to validate the implementation of QWLFP in the study organisations. From the qualitative findings, data on the sixth objective as regarding

the challenges associated with QWLF implementation in the study organisations were collected and analysed

3.6.1 Questionnaire

The structured questionnaire comprised five (5) sections from section A to section E. Section A elicited information on employees' demographic profile, while section B focused on the examination of employees' level of benefit from the dimensions of QWLFPs, also section C focused on socio-demographic factors influencing employees' level of benefit from QWLFP, while section D elicited information on employees' level of satisfaction with QWLFP, and finally section E focused on employees' job attitudes (job satisfaction and organisational commitment) was administered to employees in the study organisations (NPDC and NBC respectively). Although, 646 copies of questionnaire were administered to respondents in NPDC and NBC, only 536 copies of questionnaire were retrieved from NPDC (274) and NBC (262), representing 83% response rate. The purpose of structured questionnaire was to minimise biases resulting from forcing respondents into expressing agreement or disagreement when they may lack such a clear opinion (Jonald, 2019).

3.6.2 In-depth interviews

Sixteen In-depth interviews (IDIs) were carried out with employees and trade union officials in the study organisations. In NPDC, 8 employees were selected among which one was a trade union official, 4 permanent and 3 contract staff. Similarly, 8 employees were also selected from NBC among which 3 were permanent staff and 3 were trade union officials). These respondents were selected based on their employment status, staff cadre, gender and membership of Trade Union. This became necessary so as to carefully delineate the experiences and outcomes of QWLFP among employees. Respondents represented a cross section of employees, trade union members and officials of the National Union of Food, Beverage and Tobacco Employees (NUFBTE) and (FOBTOB-Senior Staff Association) as well as of the Nigerian Union of Petroleum and Natural Gas Workers (NUPENG) and the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN), Benin Chapter in the study organisations. The In-depth interview was used to further elicit

information that was not captured in the structured questionnaire. Hence, participants had the opportunity to give detailed information as relevant to the study.

3.6.3 Key informant interviews

Three Key Informant Interviews (KIIs) were conducted with management in the study organisations which involved one management staff from NPDC and two management staff from NBC. The interviewees were the Human Resource Managers who were major stakeholders in the implementation of QWLFP in the respective organisations. The purpose of this was to have the perspective of the management rather than solely depending on the structured questionnaire that only captured the employees' perspectives. In that way, the research tends to avoid the tendency of being bias.

Table 3.3: Research instruments by objectives matrix

S/N	Objectives	Questionnaire	IDI	KII
1	examine the various aspects of QWLFP in the study organisations.	✓	✓	✓
2	Investigate factors influencing employees' level of benefit from QWLFP in the study organisations.	✓		
3	examine employees' level of satisfaction with QWLFP in the study organisations.	✓	✓	
4	ascertain the influence of QWLFP on employees' job satisfaction in the study organisations.	✓	✓	✓
5	ascertain the influence of QWLFP on employees' organisational commitment in the study organisations.	✓	✓	✓
6	examine the challenges affecting QWLFP practice in the study organisations.		✓	✓

Source: Survey 2017

Table 3.3 showed the study's objectives and the methodology used in handling each objectives. From the above, it is clear that the study engaged a triangulation of both quantitative and qualitative method of data collection for a better understanding of research problems.

3.7 Data management

Copies of questionnaire administered were serially numbered to ensure that all copies were retracted. The information obtained were sorted and stored to ensure that nothing was lost in transit. Quantitative data were managed through the process of collation, storing, and processing of information. Upon return from the field, data were cleaned, coded and imputed using the Statistical Package for Social Sciences, Version 20.0 before analysis. Interviews were recorded on audio recorder and notes taken concurrently. The recorded interviews and discussions were transcribed and entered into the computer. The recorded interviews were stored in CDs and cloud for safe keeping. Computer backup files of all data was done on an external CD drive and kept in a secured place.

3.8 Method of data analysis

A concurrent mixed method approach that “combines both qualitative and quantitative data was adopted, in order to provide a comprehensive analysis of the research problem” (Creswell, 2009).

3.8.1 Quantitative data analysis

Based on the various scales of measurement such as nominal, ordinal, scale and interval, quantitative data collected through the questionnaire necessitated statistical analysis at univariate, bivariate and multivariate levels using descriptive and inferential statistics.

3.8.1.1 Univariate analysis

Univariate analysis through frequency distribution, percentages and graphs provided the general overview of the socio-demographic characteristics of the respondents. This level of analysis was also used for the objectives of the study that focused on the

examination of dimensions of QWLFP in the study's organisations and employee perceived quality of work lives.

3.8.1.2 Bivariate analysis

Bivariate analysis implored the use of chi-square in presenting the results of the study.

3.8.1.3 Multivariate analysis

Multivariate analysis involved the use of regression analysis and logistic regression analysis. An engagement of key socio-demographic variables was also measured to determine relationship among components of QWLFP and employee benefit from the programme.

3.8.2 Qualitative data analysis

With reference to the qualitative analysis, data generated through In-depth Interview (IDI) and Key Informant Interview (KII) was content analysed by examining the content of communications. In this instance, the interview data in the form of comments and descriptions were sorted, transcribed and the contents were narrated qualitatively. Also, where necessary, comments from the interviewee were quoted verbatim to bring out essential points as relating to the study.

Table 3.4 Methods of data analysis by objectives matrix

S/N	Objectives	Constituting Dimension	Analysis Plan	Measurement
1	examine the dimensions of QWLFP	Occupational health and safety, employee training and skill development, team work, employee involvement, etc.	Descriptive statistics: frequency distribution and percentages	<i>Closed ended questions - yes, no and unsure, little and much</i>
2	investigate the socio-demographic factors influencing employees' benefit from QWLFP	Age, gender (sex), average monthly income, employment status and cadre, etc.	Logistic Regression	<i>Closed ended questions - little and much</i>
3	examine employees' level of satisfaction with QWLFP in the study organisations.	Adequate and fair compensation, Safe and healthy working conditions, Opportunity to develop human capacities, Opportunity for career growth, etc.	Descriptive statistics: frequency distribution and percentages and Regression analysis (to determine effect relationship).	Likert-type five point scale; <i>strongly agree, agree, undecided, disagree and strongly disagree.</i>
4	ascertain the influence of QWLFP on employees' job satisfaction	Job satisfaction (High and low)	Inferential statistics: Chi-square (to test association)	Likert-type five point scale; <i>strongly agree, agree, undecided, disagree and strongly disagree.</i>
5	ascertain the influence of QWLFP on employees' organisational commitment	Organisational commitment (High and low)	Inferential statistics: Chi-square (to test association)	Likert-type five point scale; <i>strongly agree, agree, undecided, disagree and strongly disagree.</i>
6	examine the challenges affecting the implementation of QWLFP	Cost of running QWLFP, time constrain etc.	Content Analysis	<i>Open ended questions.</i>

3.9 Measurement of variables

3.9.1 Quality of work-life programme

The quality of work life programme (QWLFP) examined in this study as identified by Oleabhielle (2012) comprised eleven (11) dimensions such as follows: occupational health and safety, employee training and skill development, team work, employee involvement, employee recognition, long service award, flexible working hours, recreational and leisure, employee assistance, employee health care and wellness and child educational benefit. Given no objective measure of QWLFP in the literature, this study conceived its own measure for QWLFP based on the subjective views of employees as regarding their awareness of programme, participation in programme and benefit from QWLFP. This measure was however approved by experts in Industrial Sociology who vetted the work.

3.9.2 Factors influencing employee benefit from QWLFP

Socio-demographic factors were measured using variables such as respondents' age, gender, average monthly income, employment status and cadre, and marital status as contained in the study.

3.9.3 Employees' level of satisfaction with QWLFP

The measure of employee QWLFP was adapted and modified from an improved 2008 and 2015 Work-Related Quality of Life (WRQoL) and Work Related Quality of Work Life (WRQoWL) Scales originally developed by Van Laar, Edwards and Easton (2007) and Edwards, Van Laar, and Easton, (2009). This scale is simply a measure of employee quality of work life and attitudes to the factors that influence their experience at work. It is made up of 24 items with a 5-point Likert scale with responses ranging from *strongly agree* (5), *agree* (4), *undecided* (3), *disagree* (2) and *strongly disagree* (1). The determination of the level of impact was based on the summation of all the scores obtained by a respondent. The minimum score were 24 while the maximum was 120. On the basis of summation, two (2) levels of classification were established for the variable namely: low and high. The two levels were classified as low at $\leq 49.9\%$ and high at $\geq 50\%$.

3.9.4 Employees' job attitudes

According to Judge and Judge (2007), job attitudes include three types namely: job satisfaction, job involvement and organisational commitment. While job satisfaction and job involvement reflect employees' attitude both on an individual level, organisational commitment reflects employees' attitude on a group level in terms of its relationship to the organisation. As such, job attitudes of employees in this study were seen from two dimensions such as job satisfaction and organisational commitment. The measures for these are given below:

3.9.4.1 Job satisfaction

Job satisfaction was measured using a modification of the O'Brien and Dowling (1981) scale. The scale measures employees' perception about how much their jobs allow the fulfillment of their important job values. A twenty (20) item-questionnaire with a Likert scale of five points ranging from *strongly agree* (5), *agree* (4), *undecided* (3), *disagree* (2) and *strongly disagree* (1) was used. The benchmark is 3 (i.e., $5+4+3+2+1/5$). Therefore, any mean differences above 3 are positive; those that are 3 or less are negative. The determination of the level of job satisfaction was based on the summation of all the scores obtained by a respondent. The minimum score was 20 while the maximum was 100. On the basis of the summation, two (2) levels of classification were established for job satisfaction namely: low and high. The two levels were classified as follows: low at $\leq 49.9\%$ and high at $\geq 50\%$. Thus, job satisfaction was categorised into: low satisfaction and high satisfaction.

3.9.4.2 Organisational commitment

Organisational commitment was measured using Meyer and Allen (1990) measurement scale. The scale measured affective, continuance and normative commitments. It comprised a twenty (20) item-questionnaire with a Likert scale of five points ranging from *strongly agree* (5), *agree* (4), *undecided* (3), *disagree* (2) and *strongly disagree* (1). The benchmark is 3 (i.e., $5+4+3+2+1/5$). Therefore, any mean differences above 3 are positive; those that are 3 or less are negative. The determination of the level of organisational commitment was based on the summation of all the scores obtained by a respondent. The minimum score was 20 while the maximum was 100. On the basis of the summation, two (2) levels of classification were established for organisational commitment namely: low and high. The two levels were classified as follows: low at

≤49.9% and high at ≥50%. Thus, organisational commitment was categorised into: low organisational commitment and high organisational commitment.

3.10 Validity and reliability of the research instruments

The survey data was evaluated for validity and reliability. The items in the questionnaire were evaluated by authorities in Industrial Sociology and their remarks and recommendations on the content and validity of the questionnaire were integrated to enrich the quality of the final questionnaire that was administered. The instruments were double-checked to avoid the occurrence of conjectures, misrepresentation and misinterpretations. The reliability of the research instrument, which bothered on the consistency of the instrument when administered at different times, was determined by a pre-test. This helped in giving clarity to the interpretive and conceptual angles of the questions, as well as making addition and deletion in the instrument. Items measuring QWLF, jobs satisfaction and organisational commitment had a Cronbach Alpha of 0.982, 0.993 and 0.971 (i.e items were 98%, 99% and 97% respectively reliable and had a relatively high internal consistency. Also, the validity and reliability studies based on the Work-Related Quality of Life Scale by Akar, and Üstüner, (2017) confirmed the validity and reliability of the research instrument. Moreover, for the in-depth and key informant interviews expert choice was also used to ensure that the qualitative research instrument was validated. In addition, the verbatim quotations used in the course of the analysis confirmed that the IDI and KII were the actual words of the respondents.

3.11 Ethical consideration

The basic ethical principles for research involving human subjects as highlighted by Babbie (2021), which includes voluntary participation, no harm to the participants, anonymity and confidentiality, deception, and analysis and reporting were strictly adhered to in the study. The consent of those interviewed was sought using information sheet and consent form. Information given was treated with confidentiality. Ethical approval was sought and obtained from the Social Sciences and Humanities Research Ethics Committee of the University of Ibadan (UI/SSHEC/2017/0009).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Preamble

This chapter presents analysis and discussions of the data obtained on quality of work life (QWLF) among employees of Nigerian Petroleum Development Company Ltd (NPDC) and Nigerian Bottling Company Ltd (NBC).

4.1 Data presentation

Six hundred and forty-six (646) copies of questionnaire were distributed among the selected organisations in Benin City. The chosen organisations include the Nigeria Petroleum Development Company (NPDC) and the Nigeria Bottling Company (NBC). Out of the six hundred and forty-six (646) copies of the questionnaire distributed, five hundred and thirty-six (536) representing 83% response rate were returned, as shown in Tables 4.1 and 4.2 respectively. The copies of the administered questionnaire and the response rate are presented accordingly. The response rate is scientifically and statistically acceptable and adequate to carry out the analysis as presented in Table 4.1.

Table 4.1: Respondents' response rate

Sample Size	Number	Percentage (%)
Correctly filled and Returned	536	83.0%
Not Returned and not completely filled	110	17.0%
Total	646	100%

Source: Survey 2017

Tables 4.1 and 4.2 represent the response rate from the questionnaire administered to the targeted respondents for the study. The results presented were based on the responses from the questionnaire that were correctly filled and returned. The inspection of the missing data patterns showed that the number of missing values on the study variables was small and random. Furthermore, since the missing values were small and randomly distributed, the imputation of missing values was not considered necessary; and missing values were excluded pairwise in the SPSS 20.0. This option removes cases that have a missing value on the variables being correlated or regressed only. The response rate was further divided according to the selected institutions.

Table 4.2: Cross tabulation of respondents in the study organisations

Selected Institutions	Copies of Questionnaire Distributed	Copies of Questionnaire Retrieved	Copies of Questionnaire Retrieved
NPDC	352	274	51.1%
NBC	294	262	48.9%
Total	646	536	100.0%

Source: Survey 2017

4.2 Socio-demographic features of the respondents

This section presents a distribution of respondents by socio-demographic characteristics as presented in Table 4.3a and 4.3b. A presentation of all the socio-demographic profile of respondents such as respondents' age, sex, marital status, highest educational qualification, duration of service, employment status and staff cadre as specific to the study organisations was done in order to present the data in a concise way. The participating organisations include: the Nigerian Petroleum Development Company (NPDC) and Nigerian Bottling Company (NBC).

The age distribution of respondents in Table 4.3a shows that most of the respondents from NPDC (36.5%) were between the ages of 31-36 years. However, for respondents from NBC, most (48.9%) were between 25-30 years. The data presented shows that most of the respondents were within 25 – 42 years. This implies that most of the respondents were matured, within the economically active ages, understood the study's research questions and provide information that can be relied upon.

The respondents' sex shows that men were more than women in both organisations. Specifically, most of the respondents from NPDC (72.3%) and NBC (72.1%) were men. In a nutshell, most of the respondents, which accounted for 72.2% were male. This implies that there were more male than female employees. This finding is expected given the nature of work in both organisations.

The distribution of respondents according to their marital status shows that greater percentages from NPDC (65.7%) and NBC (54.2%) were married. This implies that most of the respondents, which accounted for 60.1% were married and therefore were matured and understood not the study's research questions but were better placed to express their views about the quality of their work life.

The religious affiliation of respondents indicates that majority were Christians with a greater percentage from NPDC (81.8%) as well as from NBC (67.9%). This implies that majority (75%) of the respondents were of the Christian faith.

Table 4.3a: Distribution of respondents' socio-demographic characteristics

S/N	Variables	Study Organisations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
	Age						
1	25 – 30 years	70	25.5	128	48.9	198	36.9
	31 – 36 years	100	36.5	72	27.5	172	32.1
	37 – 42 years	57	20.8	40	15.3	97	18.1
	43 – 48 years	12	4.4	10	3.8	22	4.1
	49 – 54 years	10	3.6	5	1.9	15	2.8
	55 – 60 years	25	9.1	7	2.7	32	6.0
	Total	274	100.0	262	100.0	536	100.0
2	Sex						
	Male	198	72.3	189	72.1	387	72.2
	Female	76	27.7	73	27.9	149	27.8
	Total	274	100.0	262	100.0	536	100.0
3	Marital Status						
	Single	89	32.5	103	39.3	192	35.8
	Married	180	65.7	142	54.2	322	60.1
	Divorced/Separated	1	0.4	12	4.6	13	2.4
	Widow/Widower	4	1.5	5	1.9	9	1.7
	Total	274	100.0	262	100.0	536	100.0
4	Religious Affiliation						
	ATR	0	0.0	10	3.8	10	1.9
	Islam	50	18.2	74	28.2	124	23.1
	Christianity	224	81.8	178	67.9	402	75.0
	Total	274	100.0	262	100.0	536	100.0

Source: Survey 2017

In Table 4.3b the distribution of respondents on the basis of their highest educational qualification showed that larger percentages from NPDC (99.3%) and NBC (73.7%) had tertiary education. This showed that respondents from organisations were quite educated and therefore could clearly express their experiences about QWLFP.

On the employment status of respondents, results from NPDC (58.4%) showed that more than half of the respondents were permanent staff while for NBC (53.1%), majority were found to be contract staff. This marked difference is also reflected in the staff cadre of respondents where majority of the respondents from NPDC (72.3%) were senior staff compared to NBC (69.5%) whose majority of respondents were junior staff. This finding showed that NPDC had more permanent and senior employees while NBC had more contract and junior employees on their pay role.

On respondents' average monthly income which ranged between less than ₦20,000 and over ₦170,001, majority of the respondents from NPDC (49.6%) earned an average monthly income above ₦170,001. Also, majority (37.0%) of respondents from NBC earned ₦20,001 – ₦70,000. This implies that respondents in NPDC earned more than those in NBC. This finding had implications for the quality of work life experienced by employees in the study organisations.

On the duration of service in organisation, results revealed that majority of the respondents from NPDC (44.5%) NBC (39.7%) had been engaged in the organisation between 0-5 years. Table 4.3 presented the socio-demographic characteristics of respondents that partook in the study.

Table 4.3b: Distribution of respondents' socio-demographic characteristics

S/N	Variables	Study Organisations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
5	Average Monthly Income						
	Less than ₦20,000	21	7.7	36	13.7	57	10.6
	₦20, 001 - ₦70,000	25	9.1	97	37.0	122	22.8
	₦70,001 - ₦120,000	79	28.8	62	23.7	141	26.3
	₦120,001- ₦170,000	13	4.7	33	12.6	46	8.6
	Above ₦170,001	136	49.6	34	13.0	170	31.7
	Total	274	100.0	262	100.0	536	100.0
6	Highest Educational Qualification						
	No formal Education	1	0.4	16	6.1	17	3.2
	Primary Education	0	0.0	18	6.9	18	3.4
	Secondary Education	1	0.4	35	13.4	36	6.7
	Tertiary Education	272	99.3	193	73.7	465	86.8
	Total	274	100.0	262	100.0	536	100.0
7	Employment Status						
	Contract Staff	114	41.6	139	53.1	253	47.2
	Permanent Staff	160	58.4	123	46.9	283	52.8
	Total	274	100.0	262	100.0	536	100.0
8	Cadre						
	Junior staff	76	27.7	182	69.5	258	48.1
	Senior Staff	198	72.3	80	30.5	278	51.9
	Total	274	100.0	262	100.0	536	100.0
9	Duration in Service						
	Less than 5 years	122	44.5	104	39.7	226	42.2
	5 - 10 years	62	22.6	103	39.3	165	30.8
	11 - 16 years	46	16.8	42	16.0	88	16.4
	More than 16 years	44	16.1	13	5.0	57	10.6
	Total	274	100.0	262	100.0	536	100.0

Source: Survey 2017

4.3 Employees' benefit from quality of work life programme in the study organisations

This section examined employees' benefit from QWLFP in the study organisations. The dimensions of QWLFP that were examined included the following: occupational health and safety, employee training and skill development, team work, employee involvement, employee recognition programme, long service awards, flexible working hour, recreational and leisure, employee assistance, employee health care and wellness and child educational benefit. The examination of this programme was based on the subjective views of employees regarding their awareness of programme, their participation and perceived level of benefit from programme.

4.3.1 Occupational health and safety

Table 4.4 revealed the implementation of occupational health and safety (OHS) in the organisations. The participants' responses showed their awareness of participation in and perceived level of benefit from OHS. Specifically, it showed that a greater proportion of respondents from NPDC (96.4%) and NBC (98.1%) respectively affirmed that their organisations practised OHS. Also, a larger percentage from NPDC (93.6%) and NBC (96.9%) noted that they had participated in OHS. In addition, while a majority from NPDC (87.9%) affirmed that they had benefited much from the programme, majority from NBC (61.0%) affirmed that they had benefited minimally from the programme. However, these results showed that employees in the study organisations were fully aware of OHS, had participated in OHS and benefitted from OHS. Although, there were observed difference in the level of benefit between the study organisations. This finding with respect to employees' awareness of OHS is similar to Gbadago, Amedome, and Honyenuga (2017) who found out that the level of employee awareness of OHS Policy was high.

Table 4.4: Distribution of respondents' views on occupational health and safety

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%		
Awareness of OHS						
Programme:						
Yes	264	96.4	257	98.1	521	97.2
No	7	2.6	3	1.1	10	1.9
Not Sure	3	1.1	2	0.8	5	0.9
Total	274	100.0	262	100.0	536	100.0
Employee participation in OHS programme:						
No	17	6.4	8	3.1	25	4.8
Yes	247	93.6	249	96.9	496	95.2
Total	264	100.0	257	100.0	521	100.0
Perceived level of benefit from OHS programme:						
Little	30	12.1	152	61.0	182	36.7
Much	217	87.9	97	39.0	314	63.3
Total	247	100.0	249	100.0	496	100.0

Source: Survey 2017

An IDI participant corroborates this finding as he affirmed OHS as being core organisational practice in his organisation. According to him:

There are some core aspects of OHS that everybody is expected to participate in. In fact, for OHS, it's compulsory for everybody to be involved. For instance, Health and safety is everybody's business. **(IDI/Male/Permanent Staff/NPDC/July, 2017)**

Also, a KII participant further buttresses this saying:

Our health and safety programme is there to support our business. A healthy and safe staff will perform better. So it is good for business. It is also part of the Human Right obligation that we need to do. So in essence it is good for business. **(KII/Male/Regional Training Manager/NBC/July, 2017)**

4.3.2 Health care and wellness

Table 4.5 revealed the implementation of health care and wellness (HCW) in the study organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from HCW. Specifically, it showed that a greater proportion of respondents from NPDC (87.2%) and NBC (91.6%) affirmed that their organisations designed HCW for employees. In addition, a larger percentage from NPDC (84.1%) and NBC (95.8%) affirmed that they had participated in the programme. Furthermore, a majority from NPDC (85.1%) and NBC (54.3%) also affirmed that they had benefited greatly from the programme. These results showed that health care and wellness programme as a dimension of QWLFP have been implemented in the study organisations. These findings are further supported by the following responses from a KII and IDI participant about Health and wellness programme in their organisations. One of them said:

For our Health care and wellness programme, we have a clinic with a doctor and nurses, we also have an ambulance with a driver on site. We have HMO that manage our health programs, employees are allowed to register in any hospital of their choice under the HMO programme for yourself and dependents. Employee who are up to 40 years, are entitled to yearly comprehensive medical test. We also organised health training and talks from time to time for our employee were we bring expert from outside to talk to the Staffs. They also run some free tests like HIV free test and all that also support world blood bank **(KII/Male/HR Manager/NBC/July, 2017).**

Table 4.5 Distribution of respondents' views on health care and wellness

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of HCW Programme:						
Yes	239	87.2	240	91.6	479	89.4
No	23	8.4	15	5.7	38	7.1
Not Sure	12	4.4	7	2.7	19	3.5
Total	274	100.0	262	100.0	536	100.0
Employee participation in HCW programme:						
No	38	15.9	10	4.2	48	10.0
Yes	201	84.1	230	95.8	431	90.0
Total	239	100.0	240	100.0	479	100.0
Perceived level of benefit from HCW programme:						
Little	30	14.9	105	45.7	135	31.3
Much	171	85.1	125	54.3	296	68.7
Total	201	100.0	230	100.0	431	100.0

Source: Survey 2017

Another IDI participant observed:

Employees healthcare and awareness programme they have a clinic and they have couple of programme. I must commend them, tomorrow there is a program coming up being organised by the clinic, if you (the researcher) are around you will witness it held at the canteen. They come here basically to give us lectures and topical medical issues and every two years there is what is called PME(Periodic medical examination) each permanent staff of NPDC would be examined fully from blood test to heart test , eye test , lung test and every medical test is free for staff.
(IDI/Male/Branch Union Vice Chairman, NUPENG/NPDC/July, 2017)

4.3.3 Recreational and leisure

Table 4.6 revealed the implementation of recreation and leisure (RL) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from RL. Specifically, it also showed that a greater proportion of respondents from NPDC (84.7%) and NBC (87.0%) said that their organisations put together sporting and recreational games for employees. In addition, an average percentage from NPDC (52.2%) and NBC (49.1%) said that they had participated in the programme. Furthermore, a majority from NPDC (76.9%) and NBC (82.1%) affirmed that they had benefited immersely from the programme. These results showed that recreational and leisure programme as a component of QWLFP had been implemented in the study organisations. This finding agrees with Akmal, Zainol, Mansor and Ghazali (2012) who discovered that recreational programme is common among forms of programmes that enhance employees' job satisfaction. The comment of an IDI participant supported this finding:

There are recreational and sporting facilities in my workplace. For example, we have a table tennis board close to the canteen and I usually enjoy playing it at break time with a few interested colleagues. But recently, we have not been able to play because of the rains, it's been quite serious this week, we are in the season you know. This for me is really a break away from work.
(IDI/Male/Permanent Staff/NBC/July, 2017)

Table 4.6 Distribution of respondents' views on recreation and leisure

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of RL Programme:						
Yes	232	84.7	228	87.0	460	85.8
No	27	9.9	22	8.4	49	9.1
Not Sure	15	5.5	12	4.6	27	5.0
Total	274	100.0	262	100.0	536	100.0
Employee participation in RL programme:						
No	111	47.8	116	50.9	227	49.3
Yes	121	52.2	112	49.1	233	50.7
Total	232	100.0	228	100.0	460	100.0
Perceived level of benefit from RL programme:						
Little	28	23.1	20	17.9	48	20.6
Much	93	76.9	92	82.1	185	79.4
Total	121	100.0	112	100.0	233	100.0

Source: Survey 2017

4.3.4 Training and skill development

Table 4.7 revealed the implementation of training and skill development (TSD) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from TSD. Specifically, it showed that a greater proportion of respondents from NPDC (93.4%) and NBC (96.9%) affirmed that their organisations organised training and skill development programme. In addition, a larger percentage of the respondents from NPDC (84.8%) and NBC (87.8%) noted that they had participated in the programme. The respondents' response as to how much they had benefited from the programme also showed that majority of respondents from NPDC (88.5%) and NBC (65.5%) had benefited much from the programme. These results showed that training and skill development programme as a component of QWLFP had been implemented in the study organisations. This is corroborated by a KII participant who asserted thus:

Our training and developmental programs is uptight. We engage our employees in a lot of training programme and we donot train for training sake. We train so that our staff can perform well and of course whatever learning he acquires is a take home for him and which is also good for him because the day he leaves the business he goes with his knowledge, no one can take his knowledge from him. So it's a win-win for both the company and individual.
(KII/Male/Regional Training Manager/NBC/July, 2017)

Table 4.7: Distribution of respondents' views on training and skill development

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of TSD Programme:						
Yes	256	93.4	254	96.9	510	95.2
No	13	4.7	6	2.3	19	3.5
Not Sure	5	1.8	2	0.8	7	1.3
Total	274	100.0	262	100.0	536	100.0
Employee participation in TSD programme:						
No	39	15.2	31	12.2	70	13.7
Yes	217	84.8	223	87.8	440	86.3
Total	256	100.0	254	100.0	510	100.0
Perceived level of benefit from TSD programme:						
Little	25	11.5	77	34.5	102	23.2
Much	192	88.5	146	65.5	338	76.8
Total	217	100.0	223	100.0	440	100.0

Source: Survey 2017

4.3.5 Teamwork

Table 4.8 revealed the implementation of team work (TW) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from TW. Specifically, it also showed that a greater proportion of respondents from NPDC (79.2%) and NBC (95.8%) affirmed that their organisations organised seminars on building team work. In addition, a larger percentage of them from NPDC (80.2%) and NBC (94.0%) said that they had participated in the programme. Furthermore, a majority of them from NPDC (91.4%) and NBC (65.7%) also affirmed that they had benefited much from the programme. These results showed that employee TW as a component of QWLFP had been implemented in the study organisations. The popularity of team work programme can be attributed to the nature of job in manufacturing industries, where employees were often teamed up with respect to targets, responsibilities and timelines for efficient work delivery. Hence, a programme of such maybe highly enjoyed by employees. Confirming this, an IDI participant mentioned that:

One of the programme I really enjoy is the teamwork programme, as someone getting a job for the first time, I ran my own business before, but working in a big company like this where you meet different kind of people and you are able to communicate and work with someone you haven't seen before, I have learned a lot from my team just as I am also helping them. It really is impacting my life. (IDI/Female/Contract Staff/NBC/July, 2017)

Table 4.8 Distribution of respondents' views on teamwork

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of TW Programme:						
Yes	217	79.2	251	95.8	468	87.3
No	30	10.9	7	2.7	37	6.9
Not Sure	27	9.9	4	1.5	31	5.8
Total	274	100.0	262	100.0	536	100.0
Employee participation in TW programme:						
No	43	19.8	15	6.0	58	12.4
Yes	174	80.2	236	94.0	410	87.6
Total	217	100.0	251	100.0	468	100.0
Perceived level of benefit from TW programme:						
Little	15	8.6	81	34.3	96	23.4
Much	159	91.4	155	65.7	314	76.6
Total	174	100.0	236	100.0	410	100.0

Source: Survey 2017

4.3.6 Flexible working hours

Table 4.9 revealed the implementation of flexible work hour (FWH) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from FWH. Specifically, it showed that a greater proportion of respondents from NPDC (79.9%) and NBC (93.1%) affirmed that their organisation practised flexible working hours. Consequently, a larger percentage from NPDC (80.4%) and NBC (50.8%) indicated that they utilised FWH programme, and majority from NPDC (85.2%) and NBC (86.3%) affirmed that they had benefited much from the programme. Although, these results showed that FWH programme as a component of QWLFP has been practised in the study organisations, an IDI participant in NPDC expressed a different opinion. He said:

For flexible working hour, I am not sure this applies to oil and gas because some of us are field workers, and have to go to the oil fields. I am not sure this is flexible. So a Flexible working hour programme may not necessarily apply here. **(IDI/Male/Branch Union Vice Chairman, NUPENG/NPDC/July, 2017)**

Table 4.9 Distribution of respondents' views on flexible working hours

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of FWH Programme:						
Yes	219	79.9	244	93.1	463	86.4
No	43	15.7	10	3.8	53	9.9
Not Sure	12	4.4	8	3.1	20	3.7
Total	274	100.0	262	100.0	536	100.0
Employee participation in FWH programme:						
No	43	19.6	120	49.2	163	35.2
Yes	176	80.4	124	50.8	300	64.8
Total	219	100.0	244	100.0	463	100.0
Perceived level of benefit from FWH programme:						
Little	26	14.8	17	13.7	43	14.3
Much	150	85.2	107	86.3	257	85.7
Total	176	100.0	124	100.0	300	100.0

Source: Survey 2017

4.3.7 Employee involvement

Table 4.10 revealed the implementation of employee involvement (EI) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from EI. Specifically, it showed that a greater proportion of respondents from NPDC (70.8%) and NBC (88.9%) respectively indicated that their organisations allowed workers' union to make vital decisions about QWLFP. In addition, about a half of them, NPDC (50.0%) and NBC (51.9%), noted that they had participated in the programme. Furthermore, majority from NPDC (92.8%) and NBC (84.3%) also affirmed that they had benefited much from the programme. These results showed that EI as a component of QWLFP had been practised in the study organisations. Confirming this, the Union Vice Chairman of NUPENG reiterated this:

Our communication goes in a top bottom approach. The top bottom is the normal organisational directive which is circulated via mails or on notice board circulars and other traditional channels of communication. The bottom down is basically through the union. NPDC has its core value, which is respect for the individuals. These individuals are the pillars keeping the organisation going so these policies are revolving round the individuals. For instance the organisation allows workers' union for both the junior staff and the senior called embassy to exist and flourish at the organisation
(IDI/Male/Branch Union Vice Chairman, NUPENG/NPDC/July, 2017)

Table 4.10: Distribution of respondents views on employee involvement

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of EI Programme:						
Yes	194	70.8	233	88.9	427	79.7
No	36	13.1	19	7.3	55	10.3
Not Sure	44	16.1	10	3.8	54	10.1
Total	274	100.0	262	100.0	536	100.0
Employee participation in EI programme:						
No	97	50.0	112	48.1	209	48.9
Yes	97	50.0	121	51.9	218	51.1
Total	194	100.0	233	100.0	427	100.0
Perceived level of benefit from EI programme:						
Little	7	7.2	19	15.7	26	11.9
Much	90	92.8	102	84.3	192	88.1
Total	97	100.0	121	100.0	218	100.0

Source: Survey 2017

4.3.8 Employee recognition

Table 4.11 revealed the implementation of employee recognition (ER) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from ER. Specifically, it showed that a greater proportion of respondents from NPDC (83.9%) and NBC (92.0%) indicated that their organisation gave recognition to employees in cases of special events. However, while a larger percentage from NPDC (70.4%) affirmed that they had participated in the programme, a majority from NBC (51.5%) negated their participation in ER programme. Furthermore, a majority from NPDC (82.1%) and NBC (92.3%) affirmed that they had benefited much from the programme. These results showed that employees' recognition as a component of QWLFP had been organised in the study organisations. A KII participant further attests:

Employee recognition is actually a common one we do all the time. We often recognise people on their birthdays and we recognize best performing staffs. Also, we recognise employees who introduce any new idea that helped solve a problem that was a big issue, we recognise them sometimes with our products – cases of drink. And at the end of the year, we give out some gifts like generators. For example, last month we gave such gifts and wrote letters of appreciations to our employees. **(KII/Male/HR Manager/NBC/July, 2017)**

Table 4.11 Distribution of respondents' views on employee recognition

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of ER Programme:						
Yes	230	83.9	241	92.0	471	87.9
No	23	8.4	15	5.7	38	7.1
Not Sure	21	7.7	6	2.3	27	5.0
Total	274	100.0	262	100.0	536	100.0
Employee participation in ER programme:						
No	68	29.6	124	51.5	192	40.8
Yes	162	70.4	117	48.5	279	59.2
Total	230	100.0	241	100.0	471	100.0
Perceived level of benefit from ER programme:						
Little	29	17.9	9	7.7	38	13.6
Much	133	82.1	108	92.3	241	86.4
Total	162	100.0	117	100.0	279	100.0

Source: Survey 2017

4.3.9 Long service award

Table 4.12 revealed the implementation of long service award (LSA) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from LSA. Specifically, it also showed that a greater proportion of respondents from NPDC (90.4%) and NBC (92.1%) indicated that their organisation gave long service awards to employees. In addition, more of the respondents from NPDC (58.6%) and NBC (51.8%) affirmed that they had participated in the programme. Also a majority from NPDC (86.0%) and NBC (85.8%) affirmed that they had benefited much from the programme. Evidence from Decenzo and Robbins (2010) suggests that while financial rewards are often common forms of benefits enjoyed by employees, long serving employees do enjoy awards derived from both financial and nonfinancial rewards. A KII participant also noted that:

Every plant has its own design for rewarding employees' duration in service. I think it's categorised for the first 5 year, 10years, 15years, and 20 years and on. Different employees get recognition every 5 years like that. And the organisation actually gives you plaques, about 10 cases of company products (drinks), they give you some cash depending on your level. Some level gets N75 thousand depending on employee level. They give you some sum of money then a plague and sometimes letter of well-done. **(KII/Male/HR Manager/NBC/July, 2017)**

Table 4.12 Distribution of respondents' views on long service award

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%		
Awareness of LSA Programme:						
Yes	244	90.4	245	92.1	489	91.2
No	10	3.7	14	5.3	24	4.5
Not Sure	16	5.9	7	2.6	23	4.3
Total	270	100.0	266	100.0	536	100.0
Employee participation in LSA programme:						
No	101	41.4	118	48.2	219	44.8
Yes	143	58.6	127	51.8	270	55.2
Total	244	100.0	245	100.0	489	100.0
Perceived level of benefit from LSA programme:						
Little	20	14.0	18	14.2	38	14.1
Much	123	86.0	109	85.8	232	85.9
Total	143	100.0	127	100.0	270	100.0

Source: Survey 2017

4.3.10 Employee assistance

Table 4.13 revealed the implementation of employee assistance (EA) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from EA. Specifically, it shows that a greater proportion of respondents from NPDC (78.1%) and NBC (90.1%) affirmed that their organisations provided some forms of assistance to employees. In addition, a larger percentage from NPDC (65.0%) and NBC (56.8%) indicated that they had received such assistance from their organisations. Furthermore, a majority from NPDC (90.6%) and NBC (82.8%) also affirmed that they had benefited much from the programme. From the responses, it could be deduced that employee assistance programme as a component of QWLFP had been implemented in the study organisations. The response of an IDI participant corroborated this:

Some of these assistance offered are a cooperate packages, there is entertainment for staff, there is the end of year bonus, there is another bonus given at the end of August. However, there are more benefits than what is obtainable in other subsidiaries because of the strategic position of NPDC **(IDI/Male/Branch Union Vice Chairman, NUPENG/NPDC/July, 2017)**

Table 4.13: Distribution of respondents views on employee assistance

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%		
Awareness of EA Programme:						
Yes	214	78.1	236	90.1	450	84.0
No	37	13.5	15	5.7	52	9.7
Not Sure	23	8.4	11	4.2	34	6.3
Total	274	100.0	262	100.0	536	100.0
Employee participation in EA programme:						
No	75	35.0	102	43.2	177	39.3
Yes	139	65.0	134	56.8	273	60.7
Total	214	100.0	236	100.0	450	100.0
Perceived level of benefit from EA programme:						
Little	13	9.4	23	17.2	36	13.2
Much	126	90.6	111	82.8	237	86.8
Total	139	100.0	134	100.0	273	100.0

Source: Survey 2017

4.3.11 Child educational benefits

Table 4.14 revealed the implementation of child educational benefits (CEB) in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from CEB. Specifically, it showed that a greater proportion of respondents from NPDC (53.6%) and NBC (80.5%) indicated that their organisations provided child educational benefits. However, a majority from NPDC (70.1%) and NBC (54.0%) noted that they had not participated or received such benefit. Nevertheless, from those who indicated that they had participated in the programme, a majority from NPDC (79.5%) and NBC (82.5%), affirmed that they had benefited much from the programme. Although these results showed that child educational benefit as a component of QWLFP was implemented in the study organisations, it was not provided for all employees, given the fact that majority of the respondents from NPDC and NBC had not participated in it. Corroborating these results, an IDI participant noted that:

We have and practice all aspect of QWLFP except the child educational benefit. This I believe is strictly for Senior Management. **(KII/Male/Union Chapter Chairman, NUFBTE/NBC/July, 2017)**

Table 4.14: Distribution of respondents' views on child educational benefit

Variables	Study organisations				Total	
	NPDC		NBC		F	%
	F	%	F	%	F	%
Awareness of CEB Programme:						
Yes	147	53.6	211	80.5	358	66.8
No	78	28.5	37	14.1	115	21.5
Not Sure	49	17.9	14	5.3	63	11.8
Total	274	100.0	262	100.0	536	100.0
Employee participation in CEB programme:						
No	103	70.1	114	54.0	217	60.6
Yes	44	29.9	97	46.0	141	39.4
Total	147	100.0	211	100.0	358	100.0
Perceived level of benefit from CEB programme:						
Little	9	20.5	17	17.5	26	18.4
Much	35	79.5	80	82.5	115	81.6
Total	44	100.0	97	100.0	141	100.0

Source: Survey 2017

On the aggregate, respondents in NPDC (86%) and NBC (74.6%) benefited from Quality of work life programme.

4.4 Factors influencing employees' benefit from QWLFP

The logistic regression showed the beta for any two variables and their corresponding significance. Logistic regression is a measure of linear dependence or association between two variables. Concerning the factors that influence employees' benefit from QWLFP, the study conceptualised the role of socio-demographic factors such as age, marital status, education, employment status, gender, duration of service and average monthly income of employees in the study organisations. The socio-demographic factors were examined and their levels of association in relation to determining benefits from QWLFP were examined. Findings that show p-values which are less than 0.05 indicate strong association or dependence while p-values higher than 0.05 indicate low weak association. From Tables 4.15 – 4.16, it was observed that all the factors under investigation influenced employees' benefit from QWLFP.

4.4.1 Average monthly income and benefit from QWLFP

Table 4.15 showed that there is a relationship between employees' average monthly income and benefit from QWLFP in the study organisations. Specifically, in NBC, findings revealed a relationship between average monthly income and employee benefit from OHS and LSA. Using those with an average monthly income of ₦20,000 or less than as the reference category, the table showed that employees who earned an average monthly income of ₦120,001 - ₦170,000 were 53.558 times more likely to benefit from LSA than those who earned ₦20,000 or less. Also, employees with earned above ₦170,000 and more had 6.672 times more tendency to benefit from OHS than those with income category of ₦20,000 or less.

It then follows that employees who had the highest tendency to benefit from QWLFP were those who earned an average monthly income of between ₦120,001 - ₦170,000 and above. These results showed that there is significant relationship between income and employee benefit from QWLFP which also implies that, income is a crucial socio-demographic variable in determining employees' benefit from QWLFP in the study organisations.

Table 4.15: Logistic regression showing the relationship between average monthly income and benefit from QWLFP

Dependent Variables	Independent Variables			
	Average Monthly Income			
	Less than N20,000 (RC)			
	N20,001- N70,000	N70,001- N120,000	N120,001- N170,000	Above N170,000
OHS				
NPDC	0.270	1.987	0.000	2.322
NBC	1.552	1.075	2.856	6.672*
TSD				
NPDC	0.272	1.151	0.476	1.198
NBC	0.791	0.355	1.966	1.032
TW				
NPDC	1.092	0.000	0.000	0.000
NBC	1.257	1.863	3.044	0.954
EI				
NPDC	0.000	0.000	0.050	0.000
NBC	0.000	0.000	0.000	0.000
ER				
NPDC	2.618	1.574	0.406	4.910
NBC	8.951	27.855	210.666	96.515
LSA				
NPDC	6.347	13.028	3.619	0.632
NBC	5.343	10.086	53.558*	8.771
FWH				
NPDC	0.240	0.535	0.000	0.157
NBC	0.000	0.000	0.000	0.000
RL				
NPDC	0.185	0.481	0.122	0.562
NBC	5.186	2.199	0.263	0.894
EA				
NPDC	0.000	0.000	0.000	0.000
NBC	2.215	2.147	4.104	0.464
HCW				
NPDC	2.155	0.845	0.843	1.193
NBC	1.618	3.689	1.403	1.294
CEB				
NPDC	0.000	0.000	0.000	0.000
NBC	0.818	6.221	17.754	1.028

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

4.4.2 Duration in service and benefit from QWLFP

The result from Table 4.16 revealed significant relationship between duration in service and employee benefit from QWLFP. Specifically, the table showed that employees who have been in the service of the organisation for 16 years and more than were less likely to benefit from TW ($\beta= 0.137$) than those who had served in the organisation for less than 5 years (the reference category). Also, those who have been engaged in the service of the organisation for 11-16 years have 0.202 time fewer tendencies to benefit from TW while those who had worked in the organisations for 6-10 years are less likely to benefit from HCW ($\beta=0.236$) than the referenced category. It then follows those employees who had spent 5 years or less in the organisation had more chances of benefiting from QWLFP when compared to those who had spent between 6-10 years, 11-16 years, and more than 16 years in the study organisations. It is likely that you will find most organisations investing in new recruits or less experienced employees. This clearly shows that duration in service is a crucial socio-demographic variable in determining employees' benefit from QWLFP in the study organisations.

Table 4.16: Logistic regression showing the relationship between duration in service and benefit from QWLFP

Dependent Variables	Independent Variables		
	Duration in Service		
	Less than 5 years (RC) 6 - 10 years	11-16 years	More than 16 years
OHS			
NPDC	1.063	0.726	8.968
NBC	1.574	0.774	1.266
TSD			
NPDC	2.113	1.505	0.995
NBC	1.468	0.884	0.641
TW			
NPDC	0.799	1.147	0.296
NBC	0.984	0.202*	0.137*
EI			
NPDC	0.343	0.239	0.000
NBC	0.992	0.082	0.853
ER			
NPDC	1.522	0.679	1.618
NBC	1.293	0.055	0.099
LSA			
NPDC	1.265	1.764	2.020
NBC	0.683	0.144	0.242
FWH			
NPDC	-	1.179	0.703
NBC	4.989	0.353	0.000
RL			
NPDC	1.116	1.103	1.349
NBC	1.054	2.014	0.000
EA			
NPDC	0.527	0.828	0.000
NBC	1.706	2.476	0.000
HCW			
NPDC	0.739	0.712	8.309
NBC	0.236*	0.539	0.401
CEB			
NPDC	0.000	0.000	0.000
NBC	5.914	12.096	8.434

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

This finding has implications for employee's job satisfaction and commitment in the study organisations. To ascertain the implications, further findings was undertaken using crosstabulations and chi-square analysis to test for association between duration in service and employee's job satisfaction and organizational commitment as seen in Tables 4.17 and 4.18 This additional analysis provided answer to the question of whether new employees were relatively more satisfied or more committed than employees who have stayed longer in the organization. The results in Table 4.17 showed that there was a significant relationship between employees' duration in service and their job satisfaction ($\chi=0.000; 32.210$). Specifically, findings showed that majority (65.1%) of the employees were satisfied with their jobs. However, the results clearly revealed that those who noted that they were satisfied with their jobs were those who had spent between 11-16 years (83.0%) in service to the organisation, followed by those who had spent more than 16 years (82.5%), and then those who were between 5-10 years in the organization (64.8%), while the least satisfied were those who had spent less than 5 years (54%) in service to the organisation. The results clearly revealed that long-in-service employees or employees who have stayed longer in the organisations were more relatively satisfied than newer employees in the study organisations.

Table 4.17: Cross tabulation of respondents' duration in service and job satisfaction categories

Duration in status of respondents	Job satisfaction		Total	Test of association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Less than 5 years	104 46.0%	122 54.0%	226 100.0%	
5 - 10 years	58 35.2%	107 64.8%	165 86.0%	
11 - 16 years	15 17.0%	73 83.0%	88 100.0%	$\chi^2 = 32.210$ df = 3 Sig. = 0.000
More than 16 years	10 17.5%	47 82.5%	57 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

The results in Table 4.18 showed that there was a significant relationship between employees' duration in service and organizational commitment ($\chi=0.000$; 32.244). Specifically, findings showed that majority (65.1%) of the employees were committed to their organisation. However, the results clearly revealed that those who noted that they were committed to their organisation were those who had spent more than 16 years in service to the organization (86%), followed by those who had spent between 11-16 years in the organisation (81.8%), and then those who were between 5-10 years in the organization (63.6%), while the least satisfied were those who had spent less than 5 years in service to the organization (54.4%). The results clearly revealed that long-in-service employees or employees who have stayed longer in the organisations were more relatively more committed to the organization than newer employees in the study organisations.

Table 4.18: Cross tabulation of respondents' duration in service and organisational commitment categories

Duration in Status of Respondents	Organisational Commitment		Total	Test of Association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Less than 5 years	103 45.6%	123 54.4%	226 100.0%	
5 - 10 years	60 36.4%	105 63.6%	165 100.0%	$\chi^2 = 33.244$ df = 3 Sig. = 0.000
11 - 16 years	16 18.2%	72 81.8%	88 100.0%	
More than 16 years	8 14.0%	49 86.0%	57 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

4.4.3 Marital status and benefit from QWLFP

Table 4.19 shows that there is a significant relationship between marital status and employees' benefit from QWLFP. Using single employees as the reference category, findings revealed that married employees were less likely to benefit from RL ($\beta= 0.109$) than single employees. This is followed by separated/divorced employees who were also found to be less likely to benefit from RL ($\beta= 0.021$) and EI ($\beta= 0.016$) than single employees. Also, findings revealed that widowed employees had fewer chances of benefitting from CEB ($\beta= 0.002$) than single employees. It then follows that employees who were married, separated/divorced and widowed were less likely to benefit from QWLFP than single employees. This is to say that being a single employee increases the chances of benefiting from QWLFP. This clearly shows that marital status is crucial in determining employees' benefit from QWLFP in the study organisations.

Table 4.19: Logistic regression showing the relationship between marital status and benefit from QWLFP

Dependent Variables	Independent Variables		
	Marital Status		
	Single (RC) Married	Divorced/Separated	Widow/Widower
OHS			
NPDC	0.914	0.000	0.000
NBC	0.841	0.356	3.385
TSD			
NPDC	0.738	0.702	0.000
NBC	1.770	0.878	0.000
TW			
NPDC	2.471	3.105	0.000
NBC	0.749	0.953	0.000
EI			
NPDC	0.873	0.000	0.160
NBC	0.848	0.016*	0.000
ER			
NPDC	0.930	0.000	0.164
NBC	0.590	0.278	0.000
LSA			
NPDC	1.022	0.000	0.307
NBC	0.601	0.000	0.000
FWH			
NPDC	-	2.090	2.024
NBC	0.473	0.083	2.948
RL			
NPDC	0.071	1.544	0.815
NBC	0.109*	0.021*	0.074
EA			
NPDC	4.868	0.000	0.000
NBC	0.360	0.240	0.000
HCW			
NPDC	0.812	0.000	0.000
NBC	0.636	1.313	0.215
CEB			
NPDC	0.000	0.000	0.000
NBC	0.297	0.022	0.002*

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

This finding has implications for employee's job satisfaction and commitment in the study organisations. To ascertain the implications, further findings was undertaken using crosstabulations and chi-square analysis to test for association between the marital status of employees and job satisfaction and organizational commitment as seen in Tables 4.20 and 4.20. This additional analysis provided answer to the question of whether single employees were relatively more satisfied or more committed than the married, divorced/separated or widowed employees in the organization. The results in Table 4.20 showed that there was a significant relationship between employees' marital status and their job satisfaction ($\chi=0.000$; 25.623). Specifically, findings showed that majority of the employees (65.1) claimed high satisfaction with their jobs. However, employees who experienced higher job satisfaction was among the widows/widower (77.8%), followed by the married (73%), and then those who were single with (53.1%), whereas the least satisfied were among the divorced/separated (38.5%). The results clearly revealed that widowed/widower employees were more satisfied than single employees in the study organisations.

Table 4.20: Cross tabulation of respondents' marital status and job satisfaction categories

Marital status of respondents	Job satisfaction		Total	Test of association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Single	90 46.9%	102 53.1%	192 100.0%	
Married	63 42.3%	235 73.0%	322 100.0%	
Divorced/ Seperated	8 61.5%	5 38.5%	13 100.0%	$\chi^2 = 25.623$ df = 3 Sig. =0.000
Widow/ Widower	2 22.2%	7 77.8%	9 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

Although earlier findings revealed that single employees were more likely to benefit from QWLFP, but the fact that single employees benefit from QWLFP does not mean that they will be satisfied. Job satisfaction is clearly an interplay of and combination of complex job and personal factors. However, further analysis has now showed that single employees were not more satisfied than the married or divorced employees. This may be due in part to the nature or tendency of single employees to not appreciate the job they have because, they are always trying to explore more job opportunities with bigger income.

But widow/widower and married employees on the other hand are more likely to value their jobs more because they are often thinking about using their income to pay bills for their spouse and children and so are likely to value their jobs more than single employees who do not have family responsibilities or projects to attend to and so the singular fact that they can pay their bills and meet up with personal and family responsibility through their job may of course leave them with some level of JS and for such employee it obvious that they will hod their job seriously and be commitment to their organization on the grounds of continuance commitment (a consideration of the cost of leaving the organization).

The results in Table 4.21 showed that there was an association between employees' marital status and their organizational commitment ($\chi=0.000$; 32.040). Specifically findings showed that majority (65.1%) of the employees noted that they had high organizational commitment. However, the results clearly revealed that the widowed employees (88.9%) had higher organisational commitment followed by the married employees (73.6%), singles (51.6%) and then with the least committed being the divorced/seperated employees (38.5%) in the study organisations. This finding becomes important as it further proves that marital status is a significant factor determining the organizational commitment of employees in the study organisations and further answered the question of whose commitment was stronger among the category as the results clearly revealed that widowed employees were more committed to the organization than single employees in the study organisations.

Table 4.21 Cross tabulation of respondents' marital status and organisational commitment categories

Marital status of respondents	Organisational commitment		Total	Test of Association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Single	93 48.4%	99 51.6%	192 100.0%	
Married	85 26.4%	237 73.6%	322 100.0%	$\chi^2 = 32.040$ df = 3 Sig. = 0.000
Divorced/ Seperated	8 61.5%	5 38.5%	13 100.0%	
Widow/ Widower	1 11.1%	8 88.9%	9 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

This finding becomes important as it further proves that marital status is a significant demographic factor influencing the job satisfaction and organizational commitment of employees in the study organisations. Although the study's earlier analyses showed that single employees were more likely to benefit from QWLFP than any other category, however, from this additional finding, it becomes obvious then that their benefit from QWFP and acclaimed satisfaction with the programme did not translate to job satisfaction and organizational nsure their satisfaction with so, it revealed that single employees were not more satisfied and committed than the married or divorced/separated employees.

4.4.4 Age and benefit from QWLFP

Table 4.22 revealed that a significant relationship exist between employees' age and their benefit from QWLFP. Using 25-30 years as the reference category, Table 4.22 specifically in NBC revealed that employees who were within ages of 31- 36 years were more likely to benefit from EI ($\beta= 16.867$) than those within ages 25 – 30 years. Similarly, employees in the same age bracket (31-36 years) were 8.049 times more likely to benefit from RL, followed by a category of those between ages 37 – 42 years who were found to be 19.343 times more likely to benefit from RL than employees who were within ages 25 – 30 years. However, employees within this same age bracket (37 – 42 years) were found to be 0.157 times less likely to benefit from TSD than employees who were within ages 25 – 30 years. In NPDC, findings show that those within age category of 31-36 were equally less likely to benefit from TW ($\beta= 0.090$) than the referenced category. It then follows that those employeeswithin the aged of 31-36 and 36 - 42 years have more tendencies to benefit from QWLFP than those of the referenced category. The significance of these results shows that age is also a crucial factor in determining employees' benefit from QWLFP.

Table 4.22 Logistic regression showing the relationship between age and benefit from QWLFP

Dependent Variables	Independent Variables			
	Age			
	25 - 30 years (RC)	31 - 36 years	37- 42 years	Above 43 years
OHS				
NPDC	1.245	1.383	0.311	
NBC	0.793	0.214*	0.877	
TSD				
NPDC	0.435	0.349	0.000	
NBC	0.571	0.157*	0.218	
TW				
NPDC	0.090*	0.068	0.000	
NBC	2.074	4.751	1.053	
EI				
NPDC	0.156	0.000	0.000	
NBC	16.867*	4.102	0.000	
ER				
NPDC	0.444	0.206	0.253	
NBC	0.718	0.473	0.336	
LSA				
NPDC	8.164*	8.986	11.018	
NBC	1.254	1.319	0.000	
FWH				
NPDC	1.487	0.967	1.360	
NBC	0.189	0.000	0.000	
RL				
NPDC	2.342	0.000	3.220	
NBC	8.049*	19.343*	0.000	
EA				
NPDC	0.079	0.000	0.000	
NBC	2.567	3.481	1.285	
HCW				
NPDC	0.634	0.260	0.124	
NBC	1.000	1.555	0.704	
CEB				
NPDC	0.000	0.000	0.000	
NBC	0.932	0.178	0.091	

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

4.4.5 Sex and benefit from QWLFP

Table 4.23 showed that there was a significant relationship between sex and employees' benefit from QWLFP. Using female as the referenced category, findings show that there is a relationship between sex and benefit from QWLFP. Although, this relationship is only significant for OHS ($\beta= 3.854$), meaning that, an employee's sex can influence his/her benefit from OHS. These results suggest that sex, although influences benefit from OHS, is not a very strong factor influencing employee benefit from QWLFP given that the result was not significant for TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW and CEB in the study organisations. This implies that, employees' benefited from QWLFP regardless of their sex.

Table 4.23: Logistic regression showing the relationship between sex and benefit from QWLFP

Dependent Variables	Independent Variables	
	Sex	
	Female (RC)	Male
OHS		
NPDC	3.854*	
NBC	0.898	
TSD		
NPDC	2.060	
NBC	1.128	
TW		
NPDC	1.608	
NBC	1.586	
EI		
NPDC	0.000	
NBC	7.129	
ER		
NPDC	1.305	
NBC	0.569	
LSA		
NPDC	0.264	
NBC	0.416	
FWH		
NPDC	0.850	
NBC	0.142	
RL		
NPDC	2.789	
NBC	3.028	
EA		
NPDC	0.480	
NBC	2.017	
HCW		
NPDC	1.261	
NBC	0.763	
CEB		
NPDC	0.889	
NBC	2.760	

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

This finding has implications for employee's job satisfaction and commitment in the study organisations. To ascertain the implications, further findings was undertaken using crosstabulations and chi-square analysis to test for association between *gender* and job satisfaction and organizational commitment as seen in Tables 4.24 and 4.25. This additional analysis provided answer to the question of whether *male* employees were relatively more satisfied or more committed than *female* employees in the organization. The results in Table 4.24 showed that there was a significant relationship between employees' gender and their job satisfaction ($\chi=0.026$; 4.966). Specifically, findings showed that majority (65.1%) of the employees noted that they were satisfied with their jobs. The results clearly revealed that more female employees (86%) had higher job satisfaction than male employees (68%) in the study organisations. This finding becomes important as it further proves that gender is a significant factor influencing the job satisfaction of employees in the study organisations.

Table 4.24: Cross tabulation of respondents' sex and job satisfaction categories

Sex of Respondents	Job Satisfaction		Total	Test of Association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Male	124 32.0%	263 68.0%	387 100.0%	$\chi^2 = 4.966$ df = 1 Sig. = 0.026
Female	63 42.3%	240 86.0%	149 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

The results in Table 4.25 showed that there was no significant relationship between employees' gender and organizational commitment ($\chi=0.156; 2.015$). Specifically, although findings showed that majority (65.1%) of the employees noted that they had high commitment; the results clearly revealed that more male employees (66%) noted that they high organizational commitment than female employees (60.4%) in the study organisations. This finding becomes important as it further proves that gender was not a significant factor influencing organizational commitment in the study organisations. This implies that employees were committed to the organization regardless of their gender. But the results clearly revealed that male employees were more committed than female employees in the study organisations. This variation in the findings for gender and organizational commitment as opposed to gender and job satisfaction is expected and crucial in understanding the fact that employees' satisfaction with job may not necessarily transate to organizational commitment. Thus, organisational commitment is clearly an interplay of and combination of complex job and personal factors. This observed difference may also be due in part to the nature or female responsibilities in the home front and the burden of child bearing and rearing that requires time away from work. So even though female employees were more satisfied with their job, it appears that they were unable to fully commit to the jobs and organisational goals because of their biological and cultural roles that often requires their attention and time. But the men on the other hand appears to have all the time and can even close late and give extra work ours. This finding has implications for the work life balance of female employees within the study organisations.

Table 4.25 Cross tabulation of respondents' sex and organisational commitment categories

Sex of respondents	Organisational commitment		Total	Test of association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Male	128 33.1%	259 66.0%	387 100.0%	$\chi^2 = 2.015$ df = 1 Sig. = 0.156
Female	52 39.6%	90 60.4%	149 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

4.4.6 Highest educational qualification and benefit from QWLFP

Result from Table 4.26 showed that there was a significant relationship between highest educational qualification and employees' benefit from QWLFP. Using those with no formal education as the reference category, Table 4.26 shows that, employees with secondary education were 63.521 times more likely to benefit from CEB than employees with no formal education. Although findings show that there is a relationship between employee's level of education and benefit from QWLFP, this relationship is only significant for CEB ($\beta = 63.521$). Meaning that, an employee's level of education can increase his/her chance of benefiting from CEB. These results suggest that highest educational qualification, although influences benefit from CEB, is not a very strong factor influencing employee benefit from QWLFP given that the result was not significant for OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, and HCW in the study organisations. This implies that, employees' benefited from QWLFP regardless of their educational level.

Table 4.26: Logistic regression showing the relationship between highest educational qualification and benefit from QWLFP

Dependent Variables	Independent Variables		
	Highest Educational Qualification		
	No Formal Education (RC) Primary Education	Secondary Education	Tertiary Education
OHS			
NPDC	-	0.000	0.000
NBC	0.863	1.506	1.180
TSD			
NPDC	-	5.427	0.000
NBC	0.330	1.504	1.377
TW			
NPDC	-	-	0.000
NBC	0.485	0.804	0.591
EI			
NPDC	-	-	-
NBC	0.000	0.000	1.507
ER			
NPDC	-	-	0.000
NBC	-	6.147	1.496
LSA			
NPDC	-	0.535	0.000
NBC	0.168	3.532	0.830
FWH			
NPDC	-	-	3.016
NBC	1.300	0.000	0.000
RL			
NPDC	-	-	0.000
NBC	0.000	0.000	0.000
EA			
NPDC	-	-	-
NBC	0.000	0.000	0.000
HCW			
NPDC	-	0.000	0.000
NBC	1.543	1.267	1.738
CEB			
NPDC	-	-	-
NBC	45.724	63.521*	13.641

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

4.4.7 Employment status and benefit from QWLFP

Result from Table 4.27 showed that there was a significant relationship between employment status and employees' benefit from QWLFP. Using those with contract employment status as the reference category, Table 4.27 shows that, permanent employees were more likely to benefit from OHS, TSD, TW, HCW and CEB than contract employees. Specifically, in NPDC, permanent employees benefited much from OHS ($\beta=4.945$); TSD ($\beta=5.464$); and HCW ($\beta=5.344$) than contract employees. While in NBC, permanent employees had more tendencies of benefiting from OHS ($\beta=3.122$); TSD ($\beta=5.481$); TW ($\beta=12.294$); CEB ($\beta=25.281$) and HCW ($\beta=48.300$) than contract employees. These suggest that permanent employees benefited much from QWLFP than contract employee in the study organisations. This is to say that having a permanent employment status increases the chances of benefiting from QWLFP. These results clearly showed employment status as a key socio-demographic variable in influencing employee benefit from QWLFP in the study organisations. These results were corroborated by the responses of IDI participants to a question on whether all employees participated and benefited from QWLFP. One of the participants noted as follows:

Contract staff does not have access to participate and benefit from all aspect of the programme. They probably have access to participate freely in some such as safety, training, teamwork, flexible work arrangement, recreation and leisure and health care and wellness. **(IDI/Male/Union Chapter Chairman, NUFBTE/NBC/July, 2017).**

Also, on the same issue, another participant revealed that:

Well, benefits for permanent staffs and those of the contract staff are not the same. This is because, contract staff are not staff of NPDC; they are staff from third parties seconded to NNPC. This is a common practice in the oil and gas industry more like third party posted to NPDC to be serving in NPDC. So their health care and other allowance is being taken care off by their employer and not NPDC. However, out of mutual understanding and the fact that they are all Nigerian and work within the organisation, sometimes some kind gestures are extended to them from the organisation even though management is not obligated to do it, but in the spirit of oneness they are allowed to participate and benefit from some aspect of QWLFP. For instance, they benefit from end of year Christmas gifts and packages often given to staff, only that theirs may not be as much as that of permanent staff. **(IDI/Male/Union Chapter Chairman, PENGASSAN, NPDC/July, 2017)**

Table 4.27: Logistic regression showing the relationship between employment status and benefit from QWLFP

Dependent Variables	Independent Variables	
	Employment Status	
	Contract (RC)	Permanent
OHS		
NPDC	4.945*	
NBC	3.122*	
TSD		
NPDC	5.464*	
NBC	5.481*	
TW		
NPDC	1.876	
NBC	12.294*	
EI		
NPDC	4.511	
NBC	0.870	
ER		
NPDC	3.353	
NBC	1.583	
LSA		
NPDC	1.587	
NBC	2.562	
FWH		
NPDC	3.358	
NBC	0.000	
RL		
NPDC	1.248	
NBC	1.264	
EA		
NPDC	14.578	
NBC	0.799	
HCW		
NPDC	5.344*	
NBC	48.300*	
CEB		
NPDC	0.000	
NBC	25.281*	

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

This finding has implications for employee's job satisfaction and commitment in the study organisations. To ascertain the implications, further findings was undertaken using crosstabulations and chi-square analysis to test for association between employment status and job satisfaction and organizational commitment as seen in Tables 4.28 and 4.29. This additional analysis provided answer to the question of whether permanent employees were relatively more satisfied or more committed than contract employees in the organization. The results in Table 4.28 showed that there was a significant relationship between employees' employment status and their job satisfaction ($\chi=0.000$; 121.555). Specifically, findings showed that majority (65.1%) of the employees noted that they were more satisfied with their jobs. The results clearly revealed that more permanent employees (86.6%) had higher job satisfied than contract employees (41.1%) in the study organisations. This finding becomes important as it further proves that employment status is a significant factor influencing the job satisfaction of employees in the study organisations.

Table 4.28 Cross tabulation of respondents' Employment status and job satisfaction categories

Employment status of respondents	Job satisfaction		Total	Test of association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Contract Staff	149 58.9%	104 41.1%	253 100.0%	$\chi^2 = 121.555$ df = 1 Sig. = 0.000
Permanent Staff	38 13.4%	245 86.6%	283 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

The results in Table 4.29 showed that there was a significant relationship between employees' employment status and organizational commitment ($\chi=0.000$; 129.693). Specifically, findings showed that majority (65.1%) of the employees noted that they were satisfied with their jobs. The results clearly revealed that more permanent employees (87.3%) were more satisfied with their jobs than contract employees (40.3%) in the study organisations. This finding becomes important as it further proves that employment status is a significant factor influencing the organizational commitment of employees in the study organisations.

Although earlier findings revealed that permanent employees were more likely to benefit from QWLFP than contract employees, the fact that permanent employee benefit from QWLFP may not necessarily mean that they will be satisfied with their jobs and be committed to their organisation. Hence, a further analysis has now been undertaken to show that permanent employees were more satisfied than the contract employees. However, findings equally show that majority (JS: 58.9%; OC : 59.7%) of the contract staff noted that their job satisfaction and organizational commitment respectively was low. This finding because important as it clearly reveals that permanent employees did not only benefit from QWLFP but equally enjoyed a high job satisfaction and organizational commitment leves than contract employees in the study organisations. This finding will have implication for the welfare of contract employees in the study organisations.

Table 4.29: Cross tabulation of respondents' Employment status and organisational commitment categories

Employment status of respondents	Organisational commitment		Total	Test of association
	Low	High		
	Freq. %	Freq. %	Freq. %	
Contract Staff	151 59.7%	102 40.3%	253 100.0%	$\chi^2 = 129.693$ df = 1 Sig. = 0.000
Permanent Staff	36 12.7%	247 87.3%	283 100.0%	
Total	187 34.9%	349 65.1%	536 100.0%	

Source: Survey 2017

4.4.8 Employment cadre and benefit from QWLFP

Furthermore, from Table 4.30, it can be observed that a significant relationship exists between employment cadre and employee's benefit from QWLFP. Using the junior staff as the reference category, Table 4.30 shows that, senior staff in NPDC were more likely to benefit from HCW ($\beta=3.535$) than junior staff. However, senior staff in the same organisation was equally found to be 0.253 times less likely to benefit from OHS. In NBC, significant results revealed that senior staff were also less likely to have benefited from EI ($\beta= 0.090$) than those who were junior staff. It then follows that senior staff have more tendencies to benefit from certain aspects of QWLFP than junior employees. These also suggest that junior staffs are likely to benefit much from certain aspects of QWLFP than senior staff in the study organisations. This clearly shows that staff cadre is crucial in determining employees' benefit from QWLFP in the study organisations.

Table 4.30: Logistic regression showing the relationship between employment cadre and benefit from QWLFP

Dependent Variables	Independent Variables	
	Employment Cadre	
	Junior Staff (RC)	Senior Staff
OHS		
NPDC	0.253*	
NBC	0.886	
TSD		
NPDC	1.150	
NBC	0.754	
TW		
NPDC	3.771	
NBC	1.356	
EI		
NPDC	13.274	
NBC	0.090*	
ER		
NPDC	1.061	
NBC	0.667	
LSA		
NPDC	0.563	
NBC	2.276	
FWH		
NPDC	1.713	
NBC	1.152	
RL		
NPDC	0.442	
NBC	0.618	
EA		
NPDC	1.855	
NBC	1.242	
HCW		
NPDC	3.535*	
NBC	1.667	
CEB		
NPDC	0.000	
NBC	0.762	

*NB: * connotes significance at 0.05*

NPDC & NBC - acronyms used for the study organisations, while other acronyms (OHS, TSD, TW, EI, ER, LSA, FWH, RL, EA, HCW AND CEB) represents the components of quality of work life programme examined in the study

Source: Survey 2017

In a nutshell, the results revealed that the factors that influenced employees' benefit from QWLFP included employees' employment status, average monthly income, duration in service, marital status, sex, age, highest educational qualification and employment cadre. Specific to organisations, findings revealed that employees' benefit from QWLFP was influenced by age ($\beta=8.164$), employment status ($\beta=5.464$), sex ($\beta=3.854$) and staff cadre ($\beta=3.535$) in NPDC and highest educational qualification ($\beta=63.521$), income ($\beta=53.558$), employment status ($\beta=48.300$) and age ($\beta=19.343$) in NBC. It then follows that employees who were permanent staff and earned between ₦121,000 - ₦ 170, 000 and above, who had spent 5 years or less in service to their organisation and whose marital status was single and were aged between 25 - 30 years and who were mainly junior staff were found to have benefited much from QWLFP in the study organisations.

It can also be observed however, that of these factors, employment status ranked highest as a significant influence of employees' benefit from QWLFP followed by age, marital status, cadre, duration in service, average monthly income, highest educational qualification and sex. Thus, it can be concluded that these factors were more significantly associated with employees' benefit from QWLFP. That is, employees' benefited from QWLFP in their respective organisations were mainly determined by their employment status, age, marital status, cadre, and duration in service.

4.5 Employees' level of satisfaction with QWLFP in the study organisations

Table 4.31 shows the mean of each item for QWLFP in the research instrument across the study organisations. The mean represents average that measures central tendency. The decision rule for mean on a Likert scale of five (5) indicates that when the mean value is between 1.00-1.80, it is said to be *strongly disagree*; the mean value between; 1.81 - 2.60 is regarded as *disagree*, 2.61 - 3.40 is *undecided*; 3.41 - 4.20 agree; while the mean value between; 4.21 - 5.00 is regarded as *strongly agree*.

Findings from Table 4.31 shows employees' level of satisfaction with QWLFP in the study organisations. For instance, in both NPDC and NBC respectively, a significant portion of the responses gathered via the questionnaire administration shows that employees noted that they were happy with the physical environment in which they worked (4.11 and 3.50, $P < 0.05$) in NPDC and NBC respectively. Also, employees

Table 4.31: Mean difference of QWLFP in the study organisations

QWLFP	NPDC Mean Difference	NBC Mean Difference	Mean Difference	t-value	p- value
Physical Environment	4.11	3.50	0.61696	5.616	0.000
Safety appliances	4.18	3.44	0.73990	6.857	0.000
Safe environment	4.26	3.49	0.76311	7.103	0.000
Clear set of goals	4.06	3.41	0.65730	6.065	0.000
Development of new skill(s)	4.02	3.34	0.67872	6.246	0.000
Career opportunities	4.08	3.33	0.75570	6.848	0.000
Organisational communication	3.99	3.37	0.61517	5.749	0.000
Good relationship with superiors and peers	4.25	3.45	0.79796	7.529	0.000
Involvement in decision making	3.55	3.34	0.21887	1.915	0.056
Involvement in decisions that affects me	3.62	3.26	0.36471	3.310	0.001
Recognition by superior	4.01	3.35	0.66362	6.086	0.000
Recognize and gives long service awards to employees'	4.11	3.42	0.69329	6.310	0.000
Achievement of task and flexibility of work	3.71	3.36	0.35672	3.190	0.002
Flexible working hours	3.54	3.26	0.28425	2.509	0.012
Availability of work flexibility programme	3.62	3.25	0.37600	3.295	0.001
Availability of leisure at work	3.06	3.13	-0.06756	- 0.581	0.561
Availability of sport programmes	3.08	3.19	-0.10277	-0.883	0.378
Giving assistance	3.79	3.32	0.47136	4.138	0.000
Availability of healthcare and Wellness programmes	3.53	3.33	0.19349	1.726	0.085
Availability of health talks	3.83	3.35	0.48114	4.251	0.000
Child education benefits	3.03	3.21	-0.18454	-1.575	0.000
Balance between work and home lives	3.74	3.24	0.50059	4.507	0.000
Availability of robust QWLF for employees	3.93	3.29	0.64058	5.926	0.000
Satisfaction with the QWLF	3.86	3.29	0.57505	5.430	0.000

Source: Survey 2017

liked the fact that they worked in a safe environment (4.26 and 3.49, $P < 0.05$), had good relationship with their superiors and peers (4.25 and 3.45, $P < 0.05$) and that they were given safety appliances to do their job effectively (4.18 and 3.44, $P < 0.05$). Although, employees perceived QWLFP as satisfactory, lesser satisfaction were observed with respect to Child educational programme (3.03 and 3.21, $P < 0.05$), leisure (3.06 and 3.13, $P < 0.05$) and sporting activities at work (3.08 and 3.19, $P < 0.05$) in NPDC and NBC respectively.

In conclusion, the mean score of (4.11, 3.50, 3.49, 4.25, 3.45, and 4.18, 3.44 respectively) shows that employees in NPDC and NBC strongly agree and also agree that they were satisfied with QWLFP in their respective organisations.

Figures 4.1 showed the collective representation of employees' level of satisfaction with QWLFP in the study organisations. Findings from the figure revealed that employees had a high (73.7%) level of satisfaction with QWLFP.

Also, Figure 4.2, shows distinctively respondents' level of satisfaction with QWLFP in NPDC. It can be observed that employees rated their level of satisfaction with QWLFP as high (89.1%). This further implies that employees in NPDC were satisfied with QWLFP in NPDC.

Figure 4.3 shows that the respondents' level of satisfaction with QWLFP in NBC was high (57.6%). However, it is apparent that there exists a marked difference in the level of satisfaction by respondents in the two organisations. Figure 4.2 and 4.3 showed that employees' level of satisfaction with QWLFP was higher in NPDC (89.1%) than in NBC (57.6%). This further implies that employees in NPDC were more satisfied with QWLFP than those in NBC. The reason for this could be attributed to a more robust QWLFP design with rich welfare packages for its employees given the company's fat resource base as an oil and gas company. Although, NBC is a multinational company and a top flier in the food and beverage industry, its earning power and resource base may still not be compared to that of NPDC.

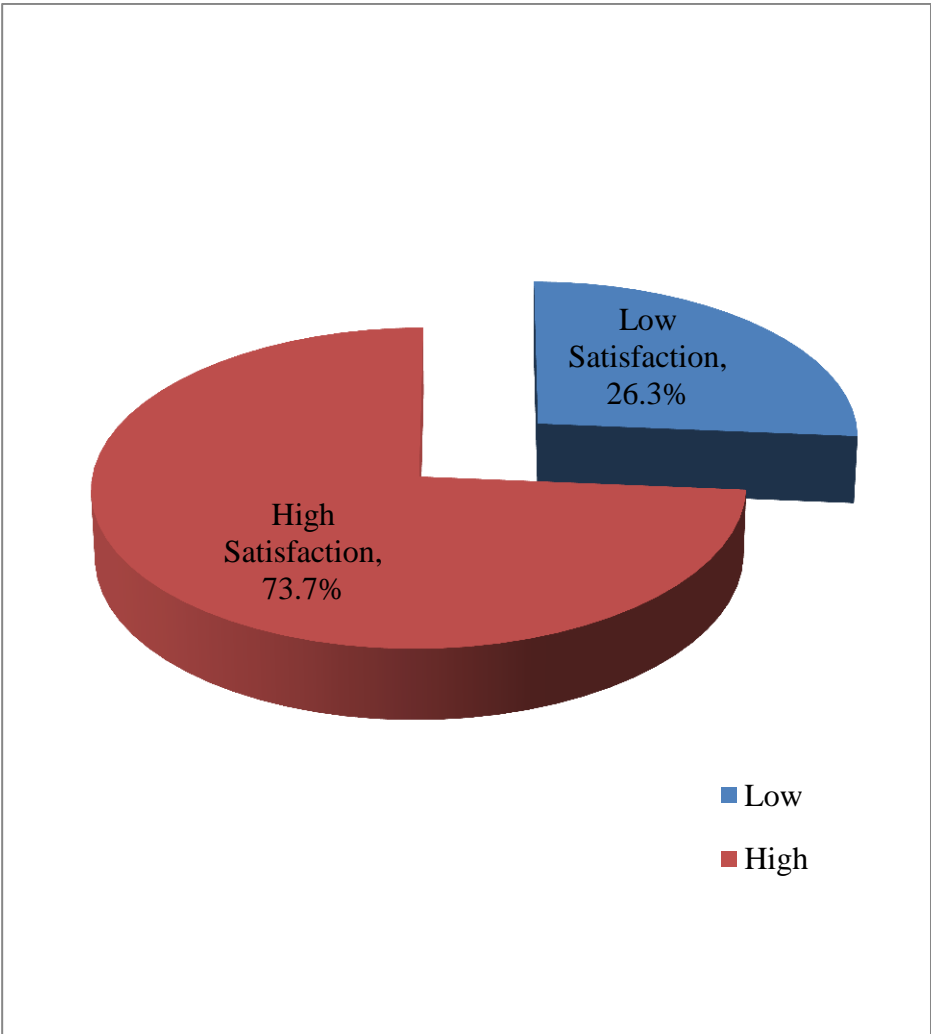


Figure 4.1: Employees' level of satisfaction with QWLFP in the study organisations

Collaborating earlier mentioned reason of probably a robust QWLFP in NPDC, an IDI participant revealed thus:

As for the areas where the organisation can be of assistance, to a large extent, we the union have made sure that management needs to and have gained their license. For instance, the organisation has a very good medical facility or clinic where you can go with your family, we have gym facilities, and a number of recreational activities like the club house and to a large extent we have a number of things that would help improve and balance employees work experience and life relationship. Presently, we are also looking at some ways to improve the welfare of our members at large. For instance, we have been able to initiate a type of employee assistance package whereby if an employee loss a spouse or parents, the organisation as a whole would send a delegate there and also assist the employee financially. Also, we recently developed another whereby if an employee has an emergency, there is some sort of loan that can be granted to the employee. And even more, we have also been able to established some benefits where if an employee is traveling by air on an official assignment, the employee do not go with flight tickets that would make him uncomfortable. We would give him a good class of ticket. A number of things have being put in place to ensure that even at work employees will work comfortably. **(IDI/Male/Branch Union Vice Chairman, NUPENG/NPDC/July, 2017).**

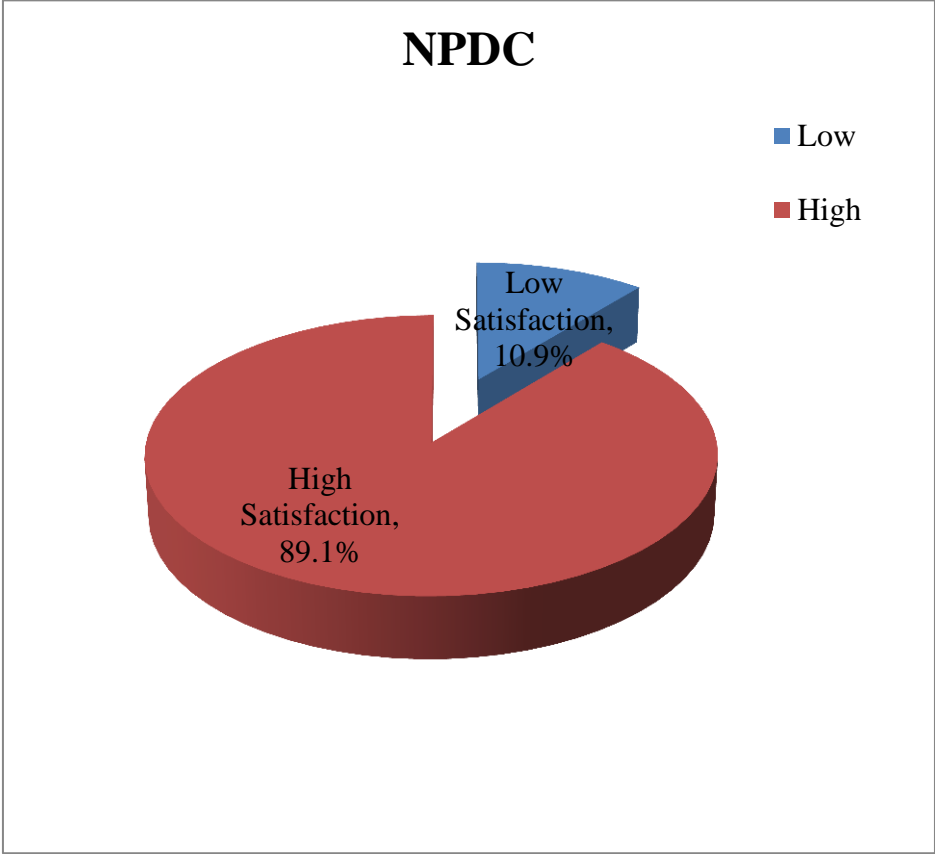


Figure 4.2: Employees' level of satisfaction with QWLFP in NPDC

Also confirming this observed difference in the levels of satisfaction of QWLFP in the study organisations is the report of another IDI participant in NBC, who when asked about his level of satisfaction with QWLFP in his organisation affirmed thus;

My candid opinion is that, the quality of work life programme here is good but it is not balanced especially for contract employees here in NBC. Although, the organisations' programme are way better than what we have in most other organisations of the same industry, but I still think the Organisation can do more especially for its contract employees. **(IDI/Male/Contract Staff/NBC/July, 2017)**

Furthermore, responses from IDI participants from a follow up study conducted by the researcher in NBC gave credence to this moderately high satisfaction rating with QWLFP for contract employees in NBC. Although the result is one that should be expected given the terms of contract employment as different from those of permanent employment, however, when compared to those of NPDC who equally had a higher population of contract employees but still had higher satisfaction levels, this result becomes important.

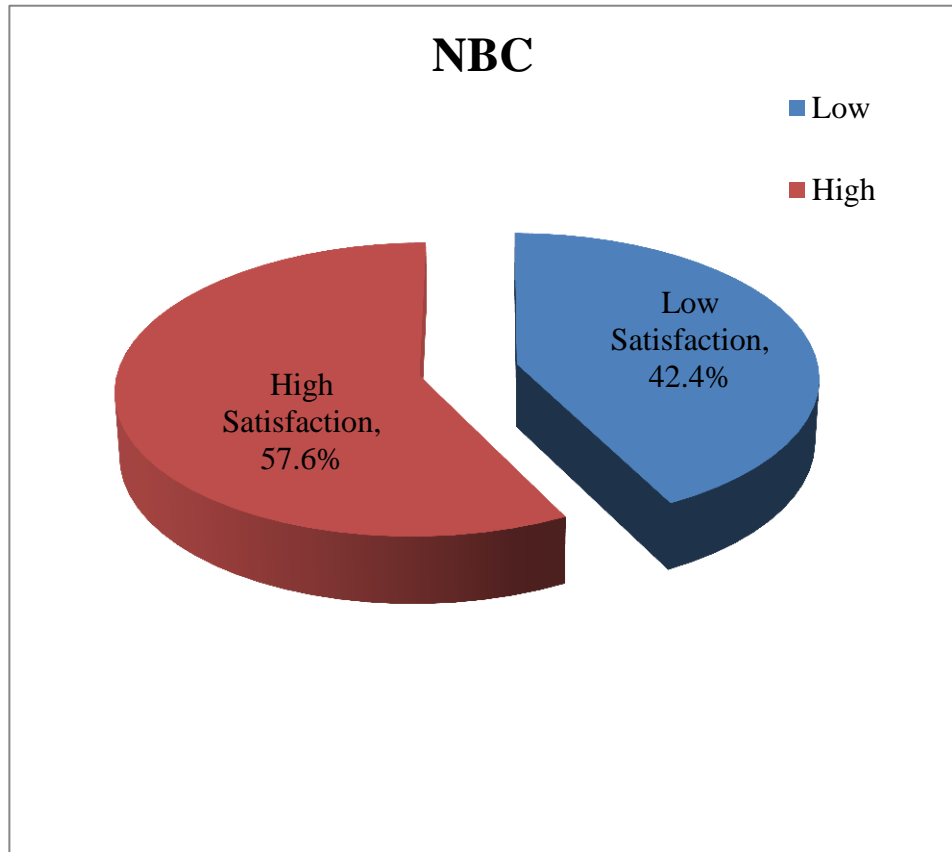


Figure 4.3: Employees' level of satisfaction with QWLFP in NBC

4.6 The influence of QWLFP on employees' job satisfaction in the study organisations

To ascertain this, it was first necessary to investigate employees' level of job satisfaction (JS) in the study organisation. Afterwards a chi-square analysis was undertaken to test for association between employee's participation in QWLFP and level of job satisfaction and finally a linear regression analysis which showed the relationship between employee's benefit from QWLFP and job satisfaction. These analyses clearly revealed an influence of QWLFP on employees' job satisfaction.

4.6.1 Employee's level of job satisfaction in the study organisations

Table 4.32 showed the mean of each item for job satisfaction in the research instrument across the study organisations. The mean represents average that measures central tendency. The decision rule for mean on a Likert scale of five (5) indicates that when the mean value is between 1.00-1.80, it is said to be *strongly disagree*; the mean value between; 1.81 - 2.60 is regarded as *disagree*, 2.61 - 3.40 is *undecided*; 3.41 - 4.20 agree; while the mean value between; 4.21 - 5.00 is regarded as *strongly agree*.

Findings from Table 4.32 showed the surveyed employees of selected organisations were satisfied with their jobs. Specifically in NPDC, a significant portion of the responses gathered via the questionnaire administration showed that employees' likeness for co-workers (4.09, $P < 0.05$) as well as an understanding of their responsibilities (4.07, $P < 0.05$) and their sense of accomplishment (4.01, $P < 0.05$) were a major contributor to their job satisfaction. However, factors that contributed less to employees' job satisfaction in NPDC were respondents views that their compensation matches their responsibility (3.30, $P < 0.05$) followed by their views that Management implemented QWLFP programme to their advantage (3.45, $P < 0.05$) as well as recognition for contribution (3.56, $P < 0.05$), and their views that work seems like it will never end. (3.46, $P < 0.05$)

Table 4.32: Mean difference of job satisfaction in the study organisations

Job Satisfaction	NDPC Mean Difference	NBC Mean Difference	Mean Difference	t-value	p- value
Recognition for contribution	3.58	2.39	1.19463	10.201	0.000
Enthusiastic about my work	3.92	2.38	1.54168	13.628	0.000
Sense of personal accomplishment	4.01	2.40	1.60654	14.158	0.000
Best place to work	3.66	2.34	1.32072	11.328	0.000
Views and participation are valued	3.73	2.36	1.37861	12.198	0.000
Compensation matches my responsibility	3.30	2.30	0.99791	8.448	0.000
Management implement programmes to my advantage	3.45	2.29	1.16630	10.377	0.000
Job security	3.74	2.30	1.43935	12.734	0.000
High team spirit in the work environment	3.78	2.37	1.40698	12.155	0.000
Satisfied with my overall job	3.72	2.35	1.37148	11.921	0.000
Real enjoyment in my work	3.67	2.35	1.31674	11.327	0.000
Work seems like it will never end	3.46	2.32	1.14289	9.931	0.000
Recommend organisation as a place to work to friends	3.95	2.31	1.63974	14.656	0.000
I like my co-workers	4.09	2.39	1.69811	15.077	0.000
Clear ladder of growth for me in this organization	3.84	2.30	1.54154	13.106	0.000
Pleased with the physical conditions in which i work	3.83	2.36	1.47351	12.712	0.000
Have the skill and facilities necessary to do my work	3.97	2.39	1.58132	13.932	0.000
Have understanding of my responsibilities	4.07	2.42	1.65315	14.356	0.000
Amount of responsibilities is moderate	3.84	2.34	1.50337	13.394	0.000
Supervisor gives useful feedback on how to improve job performance	3.84	2.36	1.48064	12.852	0.000

Source: Survey 2017

In NBC, employees' understanding of their responsibilities with a mean score of (2.42, $P < 0.05$) was a major contributor to their job satisfaction in NPDC, followed by sense of personal accomplishment (2.40, $P < 0.05$), both recognition for contribution and having the skills and facilities necessary to do their work as well as likeness for Co-workers had the same mean score (2.39, $P < 0.05$) and were major strands in employees' job satisfaction in NBC. On the other hand, employees' views that Management implemented programmes to their advantage (2.29, $P < 0.05$), followed by their views on job security, compensation matching responsibilities and a clear ladder of growth for employees made up the lowest contributor to employee job satisfaction in NBC.

Furthermore, findings from Figure 4.4, shows the collective representation of employees' level of job satisfaction in the study organisations. Findings from the figure revealed a high (65.1%) level of job satisfaction among employees in NPDC.

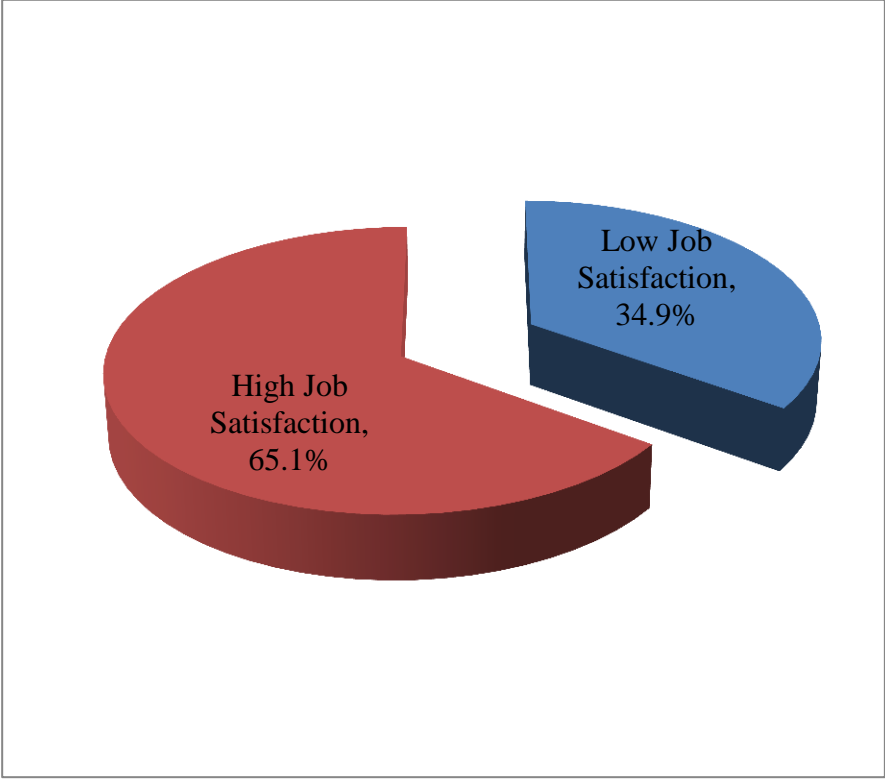


Figure 4.4: Job satisfaction in the study organisations

Figure 4.5, shows the distinctive response of employees with respect to the level of their job satisfaction in NPDC. Findings revealed a high (88.3%) level of employee job satisfaction in NPDC. This clearly implies that employees in NPDC experienced a high job satisfaction in NPDC.

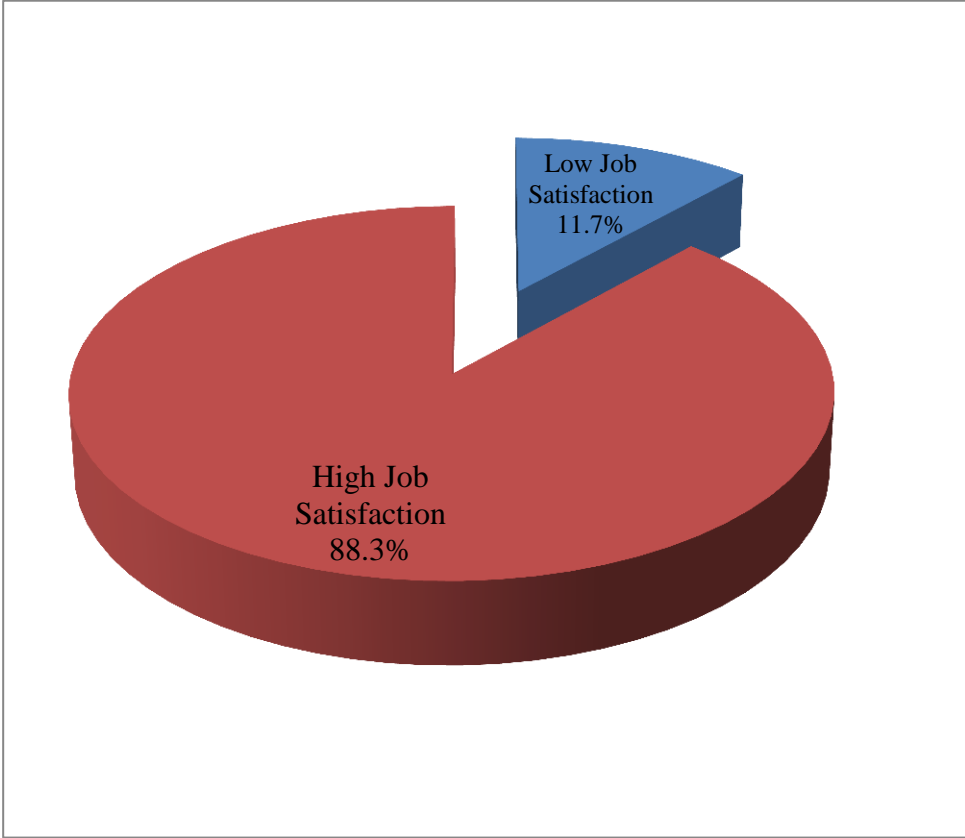


Figure 4.5: Job Satisfaction in NPDC

Findings from Figure 4.6, revealed a low (59.2%) job satisfaction in NBC. This clearly implies that employees in NBC experienced a low job satisfaction in NBC. However, a separable and clearer look at Figures 4.5 and 4.6 revealed a high (88.3%) job satisfaction in NPDC and a low (59.2%) job satisfaction in NBC. This clearly implies that employees in NPDC experienced more job satisfaction than employees in NBC.

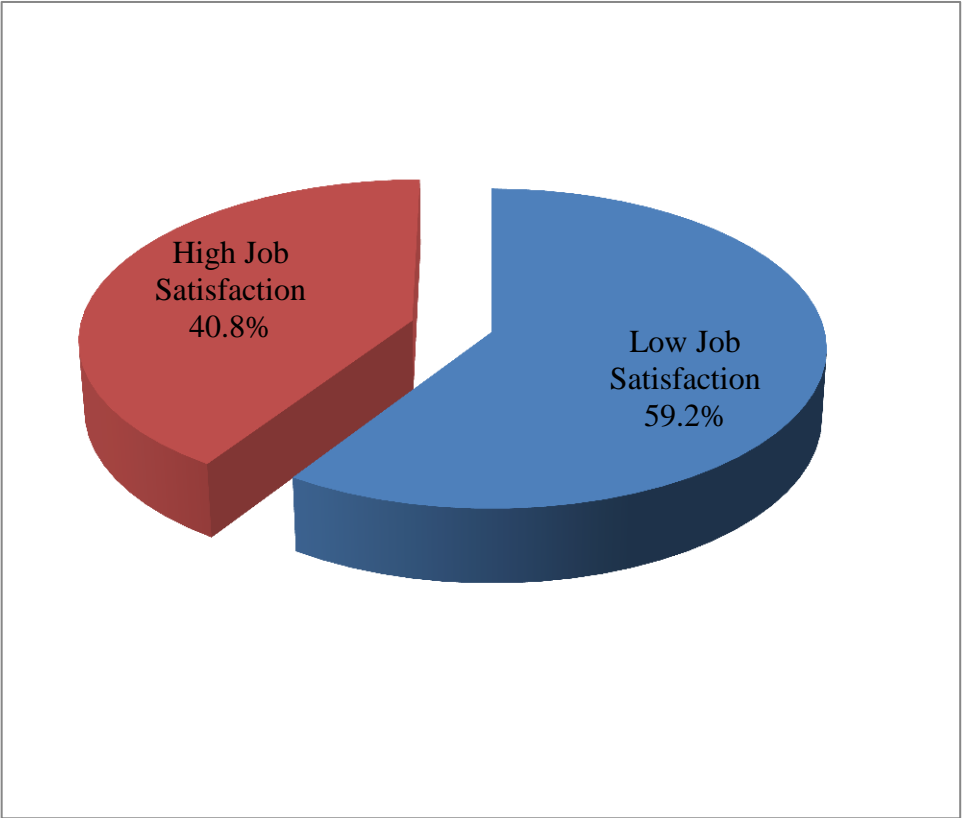


Figure 4.6: Job Satisfaction in NBC

4.6.2 Association between QWLFP and employee Job Satisfaction

Results from Table 4.33 using a non-parametric method of analysis showed a significant association between most dimensions of QWLFP and employees' job satisfaction. The results showed that employees' participation and benefit from QWLFP were significantly associated with high job satisfaction in the study organisations. That is employees who participated in QWLFP had higher job satisfaction than those who did not.

4.6.2.1 Employee involvement and job satisfaction

The results showed that there was a significant relationship between employees' involvement and job satisfaction ($\chi^2=48.944$; $P=0.000$). Specifically, findings showed that majority (52.2%) of employees, who noted that they were not involved in the programme were found to have low satisfaction towards their job. Similarly, approximately 48% of employees who never enjoyed the aforementioned programme claimed high job satisfaction. However, 20% of employees who did not participate in the programme had low job satisfaction level, the table also showed that 80.3% constituting majority of those who benefited from the programme was found to have high job satisfaction level. This is corroborated by a KII participant, who reported that:

We believe that one of the ways we can motivate our employees is to let them be involved in what they are doing. And as such they are allowed to make suggestions to management on how to move the business forward. That's why we engage them. **(KII/Male/HR Manager/NPDC/July, 2017)**

Therefore, it is convenient to state that high job satisfaction is more associated with those partaking in employee involvement programme than those who are not. This further implies that employees' involvement programme significantly influences the job satisfaction of employees.

4.6.2.2 Employee recognition and job satisfaction

Results revealed that there was a relationship between employees' recognition and job satisfaction ($\chi^2=124.182$; $P=0.000$). Specifically, majority (64%) of employees who did not participate in the programme were found to have low job satisfaction while only approximately 37% of employees who were not involved in the aforementioned

programme were found to have a high job satisfaction. Conversely, while employees who claimed to have enjoyed the programme and had low job satisfaction constituted only about 14% of the employees, a majority of 86% of employees who participated in the programme were found to have a high level of job satisfaction. It can therefore be inferred that employee recognition programme impacts positively on employee job satisfaction.

Table 4.33 Association between dimensions of QWLFP and employees job satisfaction

Variables	Categories	Job Satisfaction		Test of Association
		Low	High	
Participation in Employee Involvement*	No	109(52.2)	100(47.8)	$\chi^2 = 48.944$ df = 1 Sig. =0.000
	Yes	43(19.7)	175(80.3)	
Participation in Employee Recognition*	No	122(63.5)	70(36.5)	$\chi^2 = 124.182$ df = 1 Sig. =0.000
	Yes	39(14.0)	240(86.0)	
Participation in Long Service Award*	No	122(55.7)	97(44.3)	$\chi^2 = 71.701$ df = 1 Sig. =0.000
	Yes	51(18.9)	219(81.1)	
Participation in Flexible Working Hours*	No	115(70.6)	48(29.4)	$\chi^2 = 123.945$ df = 1 Sig. =0.000
	Yes	55(18.3)	245(81.7)	
Participation in Recreation and Leisure*	No	113(49.8)	114(50.2)	$\chi^2 = 44.434$ df = 1 Sig. =0.000
	Yes	47(20.0)	186(79.8)	
Participation in Employee Assistance*	No	98(55.4)	79(44.6)	$\chi^2 = 52.544$ df = 1 Sig. =0.000
	Yes	60(22.0)	213(78.0)	
Participation in Health and Wellness Programme*	No	9(18.8)	39(81.3)	$\chi^2 = 6.242$ df = 1 Sig. =0.012
	Yes	159(36.9)	272(63.1)	
Participation in Child Educational Benefit*	No	103(47.5)	114(52.5)	$\chi^2 = 12.018$ df = 1 Sig. =0.001
	Yes	41(29.1)	100(70.9)	

Note: Values in parentheses are the percentage distributions of frequencies outside the parentheses

Key: * Significance at $p < 0.05$; χ^2 : Chi Square DF: Degree of Freedom

Source: Survey 2017

4.6.2.3 Long service award and job satisfaction

Findings revealed that there is a relationship between long service award and job satisfaction ($\chi^2=71.701$; $P=0.000$). Specifically, the result showed that majority of employees, about 56% who had not participated in the programme revealed that their job satisfaction was low. Similarly, 44.3% of employees who also affirmed that they had not participated had a high level of job satisfaction. However, among those who affirmed participation in the aforementioned programme, only about 19% rated a low level of job satisfaction while a significant majority 81.1% alluded to a high level of job satisfaction.

4.6.2.4 Flexible working hours and job satisfaction

Results also revealed an association between flexible working hours and job satisfaction ($\chi^2=123.945$; $P=0.000$). It can be observed that majority of about 71% employees who did not participate in the programme had a low level of job satisfaction, while only a minority of 29.4% of employees who did not participate claimed to have a high level of job satisfaction. On the other hand, among those who participated in the programme, only 18.3% of them rated a low level of job satisfaction while a significant majority of about 82% claimed a high level of job satisfaction.

4.6.2.5 Recreation and leisure and job satisfaction

The result also showed that there was a association between recreation and leisure and job satisfaction ($\chi^2=44.434$; $P=0.000$). Specifically, it showed that 20% of the respondents who participated in Recreation and Leisure indicated they had low level of job satisfaction while the remaining majority representing 80% of the same group affirmed that they had high level of job satisfaction. Thus, recreation and leisure significantly influenced employee job satisfaction.

4.6.2.6 Employee assistance and job satisfaction

There was an association between employee assistance programme and job satisfaction ($\chi^2=52.544$; $P=0.000$). Specifically, it showed that 45% of workers claimed a high job satisfaction, while 22% of employees who participated in the programme had low commitment level, Table 4.6.1 showed that 78% constituting majority of those who benefited from the programme was found to have high job satisfaction level. The

results from employee assistance revealed that 55.4% had low job satisfaction. Therefore, it is convenient to state that high job satisfaction is more associated with those partaking in employees' assistance than those who did not participate. This further implies that employees' assistance influences significantly the job satisfaction of employees.

4.5.2.7 Health care and wellness and job satisfaction

Findings showed an association between health care and wellness and job satisfaction ($\chi^2=6.242$; $P=0.000$). Specifically, findings showed that 19% of employees who had participated in the programme revealed that their job satisfaction was low. Interestingly, a majority of 81.3% employees who did not participate rated their job satisfaction as high. This finding implies that for a significant number of employees who never participated in health and wellness but rated a high level of job satisfaction, something else other than health and wellness could be said to have influenced their high job satisfaction.

However, among those who participated in the programme, 37% rated their job satisfaction as low while a significant majority 63.1% alluded to a high level of job satisfaction. Contrary to the above assertion, this finding proves that health and wellness significantly imparts the job satisfaction of employees. The experience of an IDI participant on the subject matter buttresses this:

Recently, I fell ill and had to go to the hospital, I was treated and my office took care of my medical bills. Before now, if I fell sick and went to the hospital, I know the amount of money I used to pay for my health care, but now the organisation takes care of it. So this has impacted on my health at work and definitely at home in terms of its coverage over my family. Also, the fact that I am entitled to a 25 working days leave and can dictate or state when I feel like going on that leave means I am able to relax. I enjoy their facilities so to a large extent I can say the programme is having a good effect on my work life. And I think it's the same with most of my colleagues here in my organisation **(IDI/Male/Contract Staff/NBC/July, 2017)**.

4.6.2.8 Child educational benefit and job satisfaction

A significant association was found between child educational benefit and job satisfaction ($\chi^2=12.018$; $P=0.001$). Findings revealed that about 48% of employees who did not benefit from the aforementioned programme noted that their job satisfaction was low. Similarly, a 53% of employees who also disclosed not to have participated rated a high level of job satisfaction. However, among those who affirmed participation in the aforementioned programme, only about 29.1% claimed a low level of job satisfaction while a significant majority 71% affirmed a high level of job satisfaction.

4.6.3. Quality of work life programme influence on employee job satisfaction

Table 4.34 and 4.35 showed that there is relationship between QWLFP and employee job satisfaction in the study organisations. Findings show that all dimensions or components of QWLFP were related to employees' level of job satisfaction in the study organisations. However, findings revealed that employee involvement, employee recognition, long service awards and flexible working hours positively influenced employees' job satisfaction in the study organisations.

This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their job satisfaction. That is, employees believed that the more they were involved in decision making, recognised at work and rewarded for their length of service in their organisation, the more their job satisfaction increased. Thus, employees' job satisfaction in NPDC was positively influenced by QWLFP.

4.6.3.1 QWLFP influence on job satisfaction in NPDC

Table 4.34 shows the relationship between QWLFP and employee job satisfaction in NPDC. Pointedly, findings revealed that QWLFP positively influenced employee's job satisfaction; employee involvement ($\beta= 6.043, P < 0.05$), employee recognition ($\beta= 4.560, P < 0.05$), and long service award ($\beta= 3.398, P < 0.05$). This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their job satisfaction. That is, employees believed that the more they are involved in decision making, recognised at work and rewarded for their length of service in their organisation, the more their job satisfaction increases. Thus, employees' job satisfaction in NPDC was positively influenced by QWLFP.

Table 4.34: Distribution showing QWLFP influence on job satisfaction in NPDC

Independent Variables	Dependent Variable	
	<i>Job Satisfaction</i>	
	B	P-Value
Occupational health and safety	2.433	.490
Employee Training	-.803	.737
Teamwork	-2.653	.269
Involvement programme	6.043	.001
Recognition	4.560	.013
Long service Programme	3.398	.045
Flexible working hours	1.323	.553
Recreational and leisure	-1.287	.437
Employee Assistance	-1.816	.337
Healthcare and wellness	1.542	.526
Child Education benefit	-1.489	.503

Source: Survey 2017

4.6.3.2 QWLFP influence on job satisfaction in NBC

Table 4.35 shows the relationship between QWLFP and employee job satisfaction in NBC. Pointedly, findings revealed that QWLFP positively influenced employee's job satisfaction; employee recognition ($\beta = 15.480$, $P < 0.05$), long service award ($\beta = 13.314$, $P < 0.05$), and flexible working hours ($\beta = 13.925$, $P < 0.05$). This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their job satisfaction. That is, employees believed that the more they were recognised at work, rewarded for their length of service in their organisation, and the more flexible their working hours were, the more their job satisfaction increased. Thus, employees' job satisfaction in NBC was significantly influenced by QWLFP.

Table 4.35: Distribution showing QWLFP influence on job satisfaction in NBC

Independent Variables	Dependent Variable	
	<i>Job Satisfaction</i>	
	B	P-Value
Occupational health and safety	-1.957	.823
Employee Training	7.850	.100
Teamwork	-1.884	.778
Involvement programme	5.660	.178
Recognition	15.480	.001
Long service Programme	13.314	.001
Flexible working hours	13.925	.001
Recreational and leisure	3.248	.399
Employee Assistance	-1.988	.617
Healthcare and wellness	-12.105	.121
Child Education benefit	-2.791	.458

Source: Survey 2017

4.7 Influence of QWLFP on employees' organisational commitment in the study organisations.

To ascertain this, it was first necessary to investigate employees' level of organisational commitment (OC) in the study organisation. Afterwards, a chi-square analysis was undertaken to test for association between employee's participation in QWLFP and level of organisational commitment and finally a linear regression analysis which showed the relationship between employee's benefit from QWLFP and organisational commitment. These analyses clearly revealed an influence of QWLFP on employees' organisational commitment.

4.7.1 Employee's level of organisational commitment in the study organisations

Table 4.36 showed the mean of each item for organizational commitment in the research instrument across the study organisations. The mean represents average that measures central tendency. The decision rule for mean on a Likert scale of five (5) indicates that when the mean value is between 1.00-1.80, it is said to be *strongly disagree*; the mean value between; 1.81 - 2.60 is regarded as *disagree*, 2.61 - 3.40 is *undecided*; 3.41 - 4.20 agree; while the mean value between; 4.21 - 5.00 is regarded as *strongly agree*.

Findings from Table 4.36 showed the surveyed employees of selected organisations were committed to their organisations. Specifically in NPDC, a significant portion of the responses gathered via the questionnaire administration showed that employees' cared about the fate of their organisation (4.41, $P < 0.05$), were willing to put in a great deal of effort in their organisation (4.33, $P < 0.05$) and expressed the view that their organisation was very valuable to them (4.25, $P < 0.05$) and that they were loyal to their organisation (4.17, $P < 0.05$). These can be seen as major contributors to their level of organisational commitment. However, factors that contributed less to employees' organisational commitment in NPDC were respondents views on accepting almost any type of work assignment (3.49, $P < 0.05$) followed by their views that their organisation was the best of all possible organisation for which to work (3.51, $P < 0.05$) as well as that they enjoyed discussing their organisation with people outside (3.61, $P < 0.05$).

Table 4.36: Mean difference of organisational commitment in the study organisations

Organisational Commitment	NDPC Mean Differen ce	NBC Mean Differ ence	Mean Differen ce	t-value	p- value
<i>Affective Commitment:</i>					
This organisation is highly valuable to me	4.25	2.42	1.83198	15.801	0.000
organisations problem are my own	3.95	2.39	1.56611	13.119	0.000
Spend the rest of my career with this organization	3.81	2.24	1.56611	13.175	0.000
Accept almost any type of work assignment	3.49	2.30	1.19134	9.874	0.000
Feel a strong sense of "belonging"	3.80	2.42	1.37959	11.620	0.000
Enjoy discussing this organisation with people outside	3.61	2.34	1.27344	10.602	0.000
Talk up this organisation to my friends	3.72	2.37	1.34892	11.393	0.000
Best of all possible organisation for which to work	3.51	2.31	1.20544	9.872	0.000
Ample opportunities for advancement	3.83	2.28	1.54602	13.587	0.000
Similarity between my values and organisational values	3.67	2.33	1.33947	11.393	0.000
Work i do in my organisation is interesting to me	3.94	2.35	1.58681	14.086	0.000
Extremely glad i choose this organisation to work for over others	3.85	2.37	1.48760	12.794	0.000
Too much to gain by sticking with this organization	3.95	2.34	1.60921	14.409	0.000
The future of this organisation is bright	4.11	2.43	1.68566	14.507	0.000
Relationship between the management and the employee is good	3.98	2.39	1.59261	14.027	0.000
organisation really inspires the very best in me	3.85	2.37	1.48014	13.037	0.000
I feel loyal to this organization	4.17	2.41	1.75932	15.911	0.000
Find it easy to agree with the organisations' policies on important matters	3.89	2.39	1.50866	13.273	0.000
Willing to put a great deal of effort	4.33	2.45	1.88190	16.746	0.000
Care about the fate of this organisation	4.41	2.42	1.98510	17.850	0.000

Source: Survey 2017

In NBC, factors such as willingness to put in a great deal of effort (2.45, $P < 0.05$) followed by the views of employees that they saw a bright future for their organisation (2.43, $P < 0.05$). Employees' views that their organisation was very valuable to them, that they felt a strong sense of belonging and care about the fate of the organization all had the same mean score (2.42, $P < 0.05$), and that they were loyal to their organisation (2.41, $P < 0.05$), were major strands in employees' organisational commitment in NBC. On the other, views on spending the rest of their career with their organisation (2.24, $P < 0.05$), followed by views of whether they had ample opportunities for advancement and also their views on accepting almost any type of work assignment (2.30, $P < 0.05$) in addition to their views that their organisation was the best of all possible organisation for which to work (2.31, $P < 0.05$) made up the lowest contributor to employees' organisational commitment in NBC.

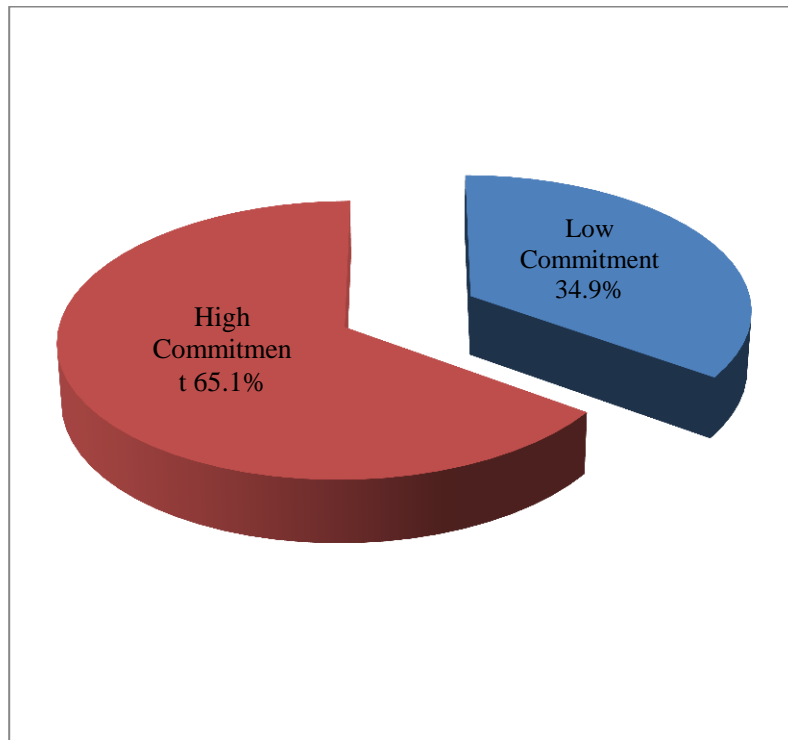


Figure 4.7: Organisational commitment in the study organisations

Figure 4.7 shows the collective responses of employees as regarding their level of organisational commitment. Findings from the figure revealed a high (65.1%) level of organisational commitment among employees in the study organisations.

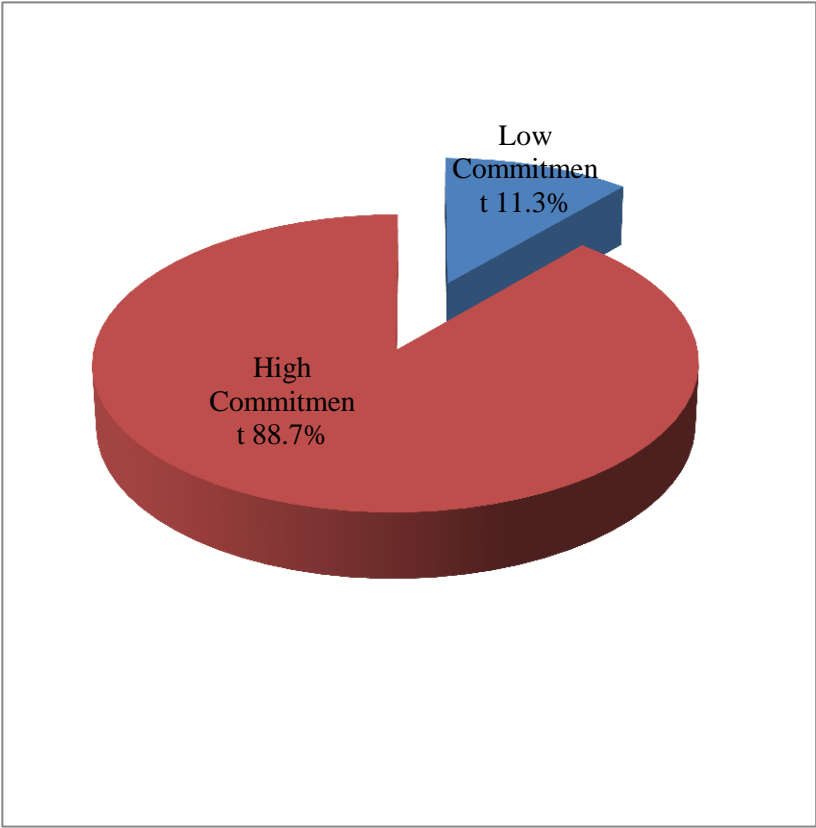


Figure 4.8: Organisational commitment in NDPC

Figure 4.8, shows the distinctive response of employees with respect to the level of their job satisfaction in NPDC. Findings revealed a high (88.7%) level of organisational commitment in NPDC. This clearly implies that employees in NPDC experienced a high level of organisational commitment in NPDC.

Also, Figures 4.9 revealed a low (40.5%) organisational commitment in NBC. This clearly implies that employees in NBC were less committed to their organisation. However, a clearer look at Figures 4.8 and 4.9 revealed a high (88.7%) organisational commitment in NPDC than in NBC (40.5%). This clearly implies that employees in NPDC were more committed to their organisation than employees in NBC.

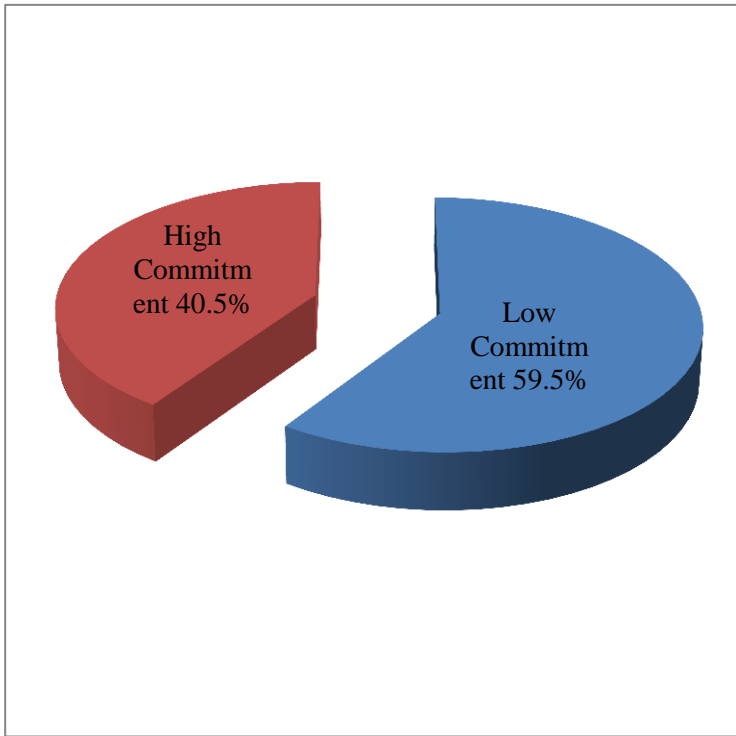


Figure 4.9: Organisational commitment in NBC

4.7.2 Association between QWLFP and employee organisational commitment

Table 4.37 shows a significant association between most aspects of QWLFP and employees' organisational commitment with the exception of occupational health and safety, employee training and skill development and health and wellness programme which were not significant. The study further examined QWLFP and organisational commitment independently.

4.7.2.1 Teamwork and organisational commitment

The results revealed a significant association between teamwork and organisational commitment ($\chi^2=3.714$; $P=0.054$). Specifically, Table 4.5.2 clearly showed that 24.1% of the employees' who claimed not to have participated in the programme revealed that their organisational commitment was low. Similarly, 75.9% of employees who also disclosed not to have participated claimed a high level of organisational commitment. However, among those who affirmed participation in the aforementioned programme, only about 37.1% rated a low level of organisational commitment while a significant majority of 62.9% had a high level of organisational commitment. Therefore, it is convenient to state that teamwork significantly influenced the organisational commitment of employees.

4.7.2.2 Employee involvement and organisational commitment

Findings revealed a significant association between Recreation and Leisure and organisational commitment ($\chi^2=47.431$; $P=0.000$). 52.2% of those who did not participate in the programme had a low organisational commitment and level of organisational commitment. For those who participated, 20.2% noted they had a low level of organisational commitment, while majority representing 79.8% of the employees affirmed to a high level of organisational commitment.

4.7.2.3 Employees' recognition and organisational commitment

Also a significant association was observed between employees' recognition and organisational commitment ($\chi^2=124.265$; $P=0.000$). Specifically, it was observed that about 64.1% of employees who did not participate in the programme was found to have a low organisational commitment while 35.9% of employees who was not involved in the aforementioned programme had a high organisational commitment.

Table 4.37: Association between dimensions of QWLFP and employees organisational commitment

Variables	Organisational Commitment		Test of Association
	Low	High	
Participation in Team Work*			
No	14(24.1)	44(75.9)	$\chi^2 = 3.714$
Yes	152(37.1)	258(62.9)	df = 1 Sig. =0.054
Participation in Employee Involvement*			
No	109(52.2)	100(47.8)	$\chi^2 = 47.431$
Yes	44(20.2)	174(79.8)	df = 1 Sig. =0.000
Participation in Employee Recognition*			
No	123(64.1)	69(35.9)	$\chi^2 = 124.265$
Yes	40(14.3)	239(85.7)	df = 1 Sig. =0.000
Participation in Long Service Awards*			
No	124(56.6)	95(43.4)	$\chi^2 = 80.013$
Yes	48(17.8)	222(82.2)	df = 1 Sig. =0.000
Participation in Flexible Working Hours*			
No	114(69.9)	49(30.1)	$\chi^2 = 123.237$
Yes	54(18.0)	246(82.0)	df = 1 Sig. =0.000
Participation in Recreation and Leisure*			
No	112(49.3)	115(50.7)	$\chi^2 = 40.504$
Yes	49(21.0)	184(79.0)	df = 1 Sig. =0.000
Participation in Employee Assistance*			
No	98(55.4)	79(44.6)	$\chi^2 = 53.861$
Yes	59(21.6)	214(78.4)	df = 1 Sig. =0.000
Participation in Health and Wellness Programme*			
No	12(25.0)	36(75.0)	$\chi^2 = 2.377$
Yes	156(36.2)	275(63.8)	df = 1 Sig. =0.123
Participation in Child Educational Benefit*			
No	101(46.5)	116(53.5)	$\chi^2 = 10.894$
Yes	41(29.1)	100(70.9)	df = 1 Sig. =0.001

Note: Values in parentheses are the percentage distributions of frequencies outside the parentheses

Key: * Significance at $p < 0.05$; χ^2 : Chi Square DF: Degree of Freedom

Source: Survey 2017

Conversely, while employees who noted to have participated in the programme and had low organisational commitment constituted only about 14.3% of the employees, a majority of 85.7% of employees who participated in the programme was found to have a high level of organisational commitment. It can therefore be inferred that employees' recognition programme impacts positively on employee organisational commitment.

4.7.2.4 Long service award and organisational commitment

Furthermore, findings revealed a significant association between long service award and organisational commitment ($\chi^2=80.013$; $P=0.000$). Specifically, Table 4.5.2 showed that majority of employees, 56.6% who did not participated in the programme revealed that their organisational commitment was low. Similarly, a 43.4% of employees who also divulge not to have participated rated a high level of job satisfaction. However, among those who affirmed participation in the aforementioned programme, only 17.8% had a low level of organisational commitment while a significant majority 82.2% had a high level of organisational commitment.

4.7.2.5 Flexible work hours and organisational commitment

Results showed that a significant association exists between flexible working hour and organisational commitment ($\chi^2=123.237$; $P=0.000$). Specifically, findings revealed that 69.9% of employees who did not participate in the programme had a low level of organisational commitment, while those who did not participate in the programme but said they had high organisational commitment amounted to exactly 30.1% of employees. On the other hand, among those who participated in the programme, only 18% had a low level of job satisfaction while a significant majority of about 82% rated a high level of organisational commitment.

4.7.2.6 Recreation and leisure and organisational commitment

A significant association was revealed between recreation and leisure and organisational commitment ($\chi^2=40.504$; $P=0.000$). Specifically, findings showed that about 49.3% of those who said they did not participate in the programme affirmed a low organisational commitment and 50.7% of those who did not participate, affirmed a high level of organisational commitment. For those who participated, 21% had a low level of organisational commitment, while majority representing 79% of the employees affirmed a high level of organisational commitment.

4.7.2.7 Employee assistance and organisational commitment

Findings revealed a significant relationship between employee assistance and organisational commitment ($\chi^2=53.861$; $P=0.000$). 55.4% of the employees, who did not participate in the programme had low commitment towards their job. Similarly, 44.6% of employees who participated in the programme had high organisational commitment. However, while 21.6% of employees who participated in the programme had low commitment level, it also showed that 78.4% of employees constituting majority of those who participated in the programme had high organisational commitment level. Therefore, high organisational commitment was more associated with those who participated in employee assistance than those who did not. This implies that employee assistance influenced significantly the organisational commitment of employees.

4.7.2.8 Child educational benefit and organisational commitment

A significant association was found between Child educational benefit and organisational commitment ($\chi^2=10.894$; $P=0.000$). Specifically, findings revealed that 46.5% of employees who did not participate in the aforementioned programme noted that their commitment was low. Similarly, 53.5% of employees who also disclosed not to have participated rated a high level of commitment. However, among those who affirmed participation in the aforementioned programme, only 29.1% had low level of organisational commitment while a significant majority 70.9% affirmed a high level of organisational commitment.

4.7.3 Quality of work life programme influence on organisational commitment

Table 4.38 and 4.39 showed a significant relationship between QWLFP and employee organisational commitment in the study organisations. Findings show that all dimensions or components of QWLFP were related to employees' level of commitment in the study organisations. However, findings revealed that certain dimensions of QWLFP positively influenced organisational commitment in the study organisations. Components of QWLFP such as employee involvement, employee recognition, long service awards, flexible working hours and health care and wellness were found to significantly influenced employees' organisational commitment.

This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their organisational commitment. That is, employees believed that the more they were involved in decision making, recognised by their employers and employees at work, rewarded for their length of service in their organisation, experienced flexibility in their working hours, and and experienced better health care and wellness on the job, the more their organisational commitment increased. Thus, employees' organisational commitment in NPDC was positively influenced by QWLFP.

4.7.3.1 QWLFP influence on organisational commitment in NPDC

Table 4.38 shows the relationship between QWLFP and organisational commitment in NPDC. Pointedly, findings revealed that QWLFP positively influenced organisational commitment; employee involvement ($\beta= 4.121, P < 0.05$), and health care and wellness ($\beta= 5.005, P < 0.05$). This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their organisational commitment. That is, employees believed that the more they are involved in decision making at work and experienced better health care and wellness on the job, the more their commitment increases. Thus, organisational commitment in NPDC was significantly influenced by QWLFP.

Table 4.38: QWLFP influence on organisational commitment in NPDC

Independent Variables	Dependent Variable	
	<i>Organisational Commitment</i>	
	B	P-Value
Occupational health and safety	3.969	.251
Employee Training	-.995	.671
Teamwork	-2.036	.387
Involvement programme	4.121	.016
Recognition	2.795	.117
Long service Programme	2.527	.145
Flexible working hours	-.709	.746
Recreational and leisure	-1.374	.398
Employee Assistance	-.906	.625
Healthcare and wellness	5.005	.036
Child Education benefit	-.745	.732

Source: Survey 2017

4.7.3.2 Quality of work life programme (QWLFP) influence on organisational commitment in NBC

Table 4.39 shows the relationship between QWLFP and organisational commitment in NBC. Pointedly, findings revealed that QWLFP positively influenced organisational commitment; employee recognition ($\beta= 16.239$, $P < 0.05$), long service award ($\beta= 14.340$, $P < 0.05$), and flexible working hours ($\beta= 13.007$, $P < 0.05$). This implies that for a unit increase in employees' benefit from the above mentioned components of QWLFP, there will be a corresponding increase in their commitment. That is, employees believed that the more they were recognised at work by their employers and employees, rewarded for their length of service in their organisation, and experienced flexibility in their working hours, the more their commitment increased. Thus, organisational commitment in NBC was significantly influenced by QWLFP. The above finding is further corroborated by findings from an IDI participant who noted thus:

My level of commitment is very high. For the fact that I wake up very early and then resume before 8am or by 8am dot every day. And even some times when the job requires it, I stay after close of business to put things in place, to either fill in for someone not yet present or close up some of my outstanding jobs. Most times, I even come on weekends when I am required to. So I will say because of this I put my rating at that. **(IDI/Male/Contract Staff/NBC/July, 2017)**

Confirming these findings is another response from a KII participant who when asked to rate the level of job satisfaction and organisational commitment of the employee who were in the organisation, noted thus:

I would say high, to be precise; I will rate it at a 75.5% rating. I rated it at that because of the last survey we did in my organisation. We asked employees a lot of questions in that survey. For example, taking a few items from the instrument of that survey, we asked them questions like, does your line manager support you? Do you trust your line manager? Would you recommend your friends to work in NBC? Among many others questions and the feedback from the survey was good. Imagine getting about 80% positive responses to these questions, this can just tell you that the organisation is doing well in relation to QWLFP. Also, just by simply observing employees' actual attitude to work in terms of

their punctuality, the joy with which they come to work, relationship with superiors and subordinate, commitment to task delivery by achieving set targets, among others explains this. **(KII/Male/HR Manager/NBC/July, 2017)**

Furthermore, when asked about the influence of QWLFP on employees' job attitudes. He emphasised the following;

Well yeah, this is because there's been improvement in quite a number of areas. For instance, before we use to have alot of violations of code and core ethics due to employees' behaviour, but now these have reduce considerably. Now we are seeing employees' behaviour changing to our desired behaviour, we have improved compliance in terms of our code of business conduct, even employees now have new culture in terms of abiding to our values and we are getting improved performance. And we have also seen improvement in our operations, as sales have gone up. In fact, that one have gone up very, very well, which is also an indication that the programme is working. Also, the plant's efficiency is also coming up due to all these and new kinds of improvement here and there coming up. I believe these results are linked to the fact that employees are satisfied with their jobs perhaps because of the benefits accrued from the programme. So I can conveniently say the implementation of our work life balance programme is successful given its positive impact on our employees' behavior and performance as well as on the plant. **(KII/Male/HR Manager/NBC/July, 2017)**

Table 4.39: QWLFP influence on organisational commitment in NBC

Independent Variables	Dependent Variable <i>organisational commitment</i>	
	B	P-Value
Occupational health and safety	-3.206	.717
Employee Training	8.452	.079
Teamwork	-1.333	.843
Involvement programme	5.760	.174
Recognition	16.239	.001
Long service Programme	14.340	.001
Flexible working hours	13.007	.002
Recreational and leisure	1.847	.635
Employee Assistance	-2.866	.475
Healthcare and wellness	-9.831	.211
Child Education benefit	-2.280	.547

Source: Survey 2017

4.8 Challenges of QWLFP practice in the study organisations

The sixth objective examined the challenges of QWLFP practice in the study organisations. The reports from the IDI and KII session revealed the following; inadequate technological infrastructure, time constraints among employees on shift duties, employees' lack of willingness to participate in specific aspects of QWLFP that lack immediate financial benefits, management perception and attitude toward QWLFP implementation and a lack of resilience in the pursuit of QWLFP and policies on the part of Union representatives as challenges from the views of participants. Responses on these have been discussed below:

4.8.1 Inadequate technological infrastructure

Findings from KII, revealed that a major challenge froth with QWLF practice in one of the study organisations was the inadequacy of technological infrastructure especially with respect to .training programme in NBC. Confirming this, a KII participant buttressed this:

Well in some aspects of QWLFP, I will say inadequate technological infrastructure. Although, we have so many infrastructures and automated jobs being that there are still some jobs that we would normally prefer machines to do, but we are not still fully automated. For instance, our training programme are still being manually done, and this requires a lot of engagement. So there's still room to do some improvement there.
(KII/Male/Regional Training Manager/NBC/July, 2017)

In line with literature Anyaoku (2016) noted that information and communication technologies have brought profound changes in the work environment of library professionals which results in uncertainty, fear and dissatisfaction and therefore the need to increase employee quality of work life in this digital era.

4.8.2 Time constraint among employees on shift duties

Another challenge that was revealed was that of time constraint for employees who run shift duty. It was found that their participation was being affected by the nature of shift

jobs especially among contract employees. Further reiterating this was the views of an interviewee during a KII session. He had this to say;

Time constrain is often a challenge, it's not like there is no time but given our operations as a brewery we are often competing with the operational time. Operations run all the time except for the technical side but like we tell our staff if you are willing you can take one day out of your free day to come for a training, but sometimes they are not willing to **(KII/Male/HR Manager/NBC/July, 2017)**

In line with literature, Epie (2007) noted that one of the major obstacles to the widespread diffusion and the success of QWLFP initiative is the prevalence of the rigid working time and the fact that firms often adjust the working time, working patterns and work/life initiatives of their workers, disregarding the employees' need for greater autonomy over their working time patterns.

4.8.3 Employees' mindset and the lack of willingness to participate in certain aspects of QWLFP that do not carry immediate financial benefits

Also, a major challenge presented by another KII participant is that of employee mindset and unwillingness to participate in training programme that do not carry immediate financial benefits. It would appear that most employees prefer monetary incentive. As shown in social exchange theory, parties enter into social relations for the purpose of securing a profit. The theory, summarily, views the actor in a social relationship as a rational profit seeker (Ritzer, 2011). Corroborating this, a KII respondent in NPDC mentioned thus:

Well you know that people have different opinions, for some people they may have phobia for class rooms, some others may think they don't need to be going to a school for now. Most often people may be unwilling if there are no immediate financial benefits. People have different mind on whatever programme we present to them.**(KII/Male/HR Manager/NPDC/July, 2017).**

4.8.4 Management perception and attitude toward QWLFP implementation

There is the general perception of management that QWLF implementation is one that involves much cost to the Organisation (Jayakumar and Kalaiselvi, 2012). In line with literature, Bohlander, Snell and Sherman (2000) identify poor managerial attitudes as a common problem in the implementation of QWLFP. Also, the terms of employment of contract staff is such that management or employers of labour do not deal directly with the contract employees. And as such there is the tendency that their welfare maybe overlooked by management on the ground that they are not obligated to and even if they wanted to, the cost of such could be hindering. The worst part is that employment agencies for contract employees may equally careless. Corroborating this finding were findings from IDI and KII which revealed that respondents noted that QWLFP were more readily available for employee and they benefited more than contract employees. One of such participant expressed thus:

My candid opinion is that, the quality of work life here is good but it is not balanced especially for contract employees here in NBC. Although, the organisations' programme are way better than what we have in most other organisations of the same industry, but I still think the Organisation can do more especially for its contract employees. **(IDI/Male/Contract Staff/NBC/July, 2017)**

There is need for management support to attain the goals of QWLFP for all categories of employees as they are all involved in the process that achieves for organisations its goals and objectives. Noting this, Jayakumar and Kalaiselvi (2012) remarked that Management; particularly top management support appears to be an almost universal prerequisite for successful QWLFP.

4.8.5 A lack of resilience in the pursuit of QWLFP and policies on the part of Union representatives

Bohlander, Snell and Sherman (2000) identified common problems in the implementation of QWLFP to include a limited participation of unions in the control and decision making process of QWLF issues. Also, Epie (2007) observed that the

choice to offer or not to offer work-life programme to employees usually relies on the manager's initiative as unions, in most countries and private sectors, rarely put formal pressure on a company – reflected in a collective agreement- regarding the introduction of such policies. Substantiating this fact were the findings from KII and IDI sessions. These are given below:

Although, management is also poised to concede to certain of the unions' demands, however, there have been a few times where the negotiation process has been boycotted by management and the unions for the spirit of comradeship and peace to reign, had had to give up willingly their stance to the management just so to avoid industrial strikes and the breakdown of work or production. **(KII/Male/Union Vice Chairman - PENGASSAN/NPDC/July 2017).**

Contrary to these views, an IDI participant spoke candidly about the opposed interest of Unions officials and their attitude to QWLFP issues in his study Organisation:

Abeg...gi, see! My honest opinion is that the unions especially the leaders are all politicians. They claim to be employees' voice to management but in actual sense, what they are pushing for is managements' and just their own interest and not the employees as they claim to. Employees are supposed to be enjoying far more than what we are enjoying now if the unions are on our side and pushing harder for a better quality of work – life for employees. For instance, see the contract staff, who is fighting for them, they are not unionized but does that mean they should be cared less for? The way I see it oh! "It's a scratch my back and I will scratch yours". Once the management is able to please and settle the union leaders' interest which in most cases are their personal rather than group or collective interest, they in turn speak on behalf of management to employee. **(IDI/Male/Permanent Staff/NPDC/July, 2017).**

It therefore means that an adjustment of managerial perception and attitudes as well as a free participation of unions at all levels is vital to allow any QWLFP to be successful. Thus, it becomes important that management look into challenges militating against the implementation of QWLFP in their organisation especially with reference to providing the necessary facilities for effective QWLF practice, flexible work hour and proper time management for employees working on shift as well as

understanding individual differences especially as it concerns their disposition to QWLFP.

4.9 Other findings from the study organisations

These findings are exclusive from the main focus of the study but are imperative for having a broader knowledge of the dynamics and influence of quality of work life programme on employees' job attitudes.

4.9.1 Findings on factors influencing employees' perceived quality of work life

Findings from Table 4.40 showed is a positive association ($\beta=6.084; \leq 0.05$) between the highest educational qualification of employees and employees' perceived quality of work life in the study organisations. This implies that for a unit increase in the educational qualification of workers, there will be a corresponding 6.084 unit increase in their quality of work life. That is, employees believe that the more they acquire additional educational qualification, the more their quality of work life increases. The increase in their quality of work life may stem from the additional benefits that may accrue by reason of promotions which may be given to more educated staff.

A more significant factor that determined employees' perception of their quality of work life in the study organisations was their employment status ($\beta=12.353$) which clearly showed that given an increase in the employment status of employees, there might be a 12.353 increase in their quality of work life.

Table 4.40: Socio-demographic factors influencing employees' perceived quality of work life in the study organisations

Independent Variables	B	P-value
Highest Educational Qualification	6.084	0.002
Duration in Service	-2.691	0.105
Marital Status	0.494	0.838
Sex	2.934	0.309
Employment status	12.353	0.000
Cadre	1.384	0.661
Monthly income	11.402	0.001
Age	2.448	0.236

Dependent Variable: Quality of work life

Source: Survey 2017

Also, another significant factor that influenced employees' perception of their quality of work life is their monthly income ($\beta=11.402$); a unit increase in the monthly income of employees is 11.402 times more likely to yield a corresponding increase in their quality of work life. Thus, employees who perceived the quality of their work as high did so on the basis of their employment status, income level and educational level.

On the contrary, findings revealed that other social factors such as duration in service, marital status, sex, staff cadre and age were not associated with employees' perception of their quality of work life.

4.9.2 Findings on employees' quality of work life and their job attitudes

Furthermore analysis done to ascertain the relationship between employee quality of work life and their job attitudes revealed that the quality of work life of employees was significantly associated with their job satisfaction and organisational commitment as observed in Table 4.41.

This finding becomes important as it further proves that QWLFP is significant in influencing the job attitudes of employees in terms of job satisfaction and organisational commitment in the study organisations. It can also be deduced from this finding that QWLFP impacting on employee quality of work life could significantly influence their job attitudes.

Table 4.41: Relationship between employee quality of work life and job attitude

Independent Variable	Dependent Variables	B	P-Value
Quality of Work life	Job Satisfaction	0.572	0.000
	Organisational Commitment	0.574	0.000

Source: Survey 2017

4.9.3 Findings on mean difference of job attitudes in the study organisations

Furthermore, to check the extent to which employee job attitudes varied with respect to QWLFP in the study organisations, the study compared means using an Independent-Samples T-Test as seen in Table 4. 42 which revealed that job attitudes among employees in the study organisations varied significantly. Specifically, the results showed that job satisfaction and organizational commitment was higher in NPDC (0.08832 and 0.8869, $P < 0.05$) than in NBC (0.4084 and 0.4046, $P < 0.05$). This finding clearly confirmed the study's earlier findings on employee's level of job satisfaction and organisational commitment in the study's organisations

Table 4.42: Mean difference of job attitudes in the study organisations

Job attitudes	NDPC Mean Difference	NBC Mean Difference	Mean Difference	t-value	p- value
Job Satisfaction	0.8832	0.4084	0.47481	13.270	0.000
Organisational Commitment	0.8869	0.4046	0.48228	13.550	0.000

4.10 Discussions of findings

Findings on objective one which examined employees' benefit from QWLFP in the study organisations revealed that respondents in the study organisations benefited from teamwork, OHS, TSD, TW, EI, ER, LSA, RL, FWH, EA, HCW and CEB. Findings also revealed that, even though most of the employees were aware of QWLFP and participated in most aspects of the programme, their benefit from QWLFP varied. Specific to organisation, findings show that employees in NPDC (86%) benefited more in the above mentioned programme than employees in NBC (74.6%). The results also showed that certain dimensions or component of QWLFP (OHS, TSD, TW, HCW and FWH) enjoyed more widespread employee participation than significant others (EI, ER, EA, LSA and CEB) in the study organisations. The reason for this may be that, for certain component of QWLFP that had wide spread applicability for all employees, participation was compulsory rather than voluntary.

These findings when applied to the study's theoretical framework; the expectancy and exchange theory, explains QWLFP as an exchange relationship between the organisation and its employees premised on the attainment of specific expectations such as organisational effectiveness and productivity for employers and need satisfaction for employees. It captures employees' perception of organisational supply of need satisfaction as stemming from the implementation of QWLFP and benefit derived from them. That is, both employers and employees have needs that they expect to achieve from each other in the organisation. In a bid to meet employees' needs, employers may adopt and implement QWLFP with the expectation that it will lead to positive job attitudes such as job satisfaction and organisational commitment and in turn employee performance. Supporting this finding is that of Cooke (1994) who found out that employee participation in profit and gain sharing programme contributed substantially to employee performance in their firms.

However, this finding is important because beyond employees' awareness of and participation in the programme, the benefit they derive from the programme is reflective of their evaluation of programme effectiveness. This view is further expressed in the social exchange theory which argues that elementary behavior is two-sided in terms of rewards and costs. And that all human activities such as employee participation in QWLFP are motivated by the desire to gain 'rewards' and avoid

'costs'. Thus, QWLFP is an exchange of need transaction whose success is dependent on employees' awareness of, participation in and benefit from the programme.

Findings on objective two which investigated factors influencing employees' benefit from QWLFP revealed that, highest educational qualification, average monthly income, employment status, age, sex and staff cadre significantly influenced employees' benefit from QWLFP in the study organisations. This implies that employees benefitted from the programme in their respective organisations based on these factors. However, specific to the study organisations, employees' benefit from QWLFP was influenced by age ($\beta=8.164$), employment status ($\beta=5.464$), sex ($\beta=3.854$) and staff cadre ($\beta=3.535$) in NPDC and highest educational qualification ($\beta=63.521$), income ($\beta=53.558$), employment status ($\beta=48.300$) and age ($\beta=19.343$) in NBC. This finding contradicts that of Ahmad (2017) who found that employees' sexual characteristics had no particular relationship with the degree of their QWLF. Similarly, this findings also contradicts those of Anyaoku (2016) found no relationship between QWLF factors and educational qualification. Thus, it can be said that employees' benefit from QWLFP in the study organisations was dependent on their highest educational qualification, average monthly income, employment status, age, sex and staff cadre.

Findings on objective three which investigated employees' satisfaction with QWLFP in the study organisations revealed high satisfaction levels with QWLFP in the study organisations by majority (73.7%) of the respondents with only a minority (26.3%) of such who claimed low satisfaction with QWLFP. However, there exists a marked difference in the level of satisfaction by respondents in the two organisations. The results showed that employees' level of satisfaction with QWLFP was higher in NPDC (89.1%) than in NBC (57.6%). This further implies that employees in NPDC enjoyed a higher quality of work life than those in NBC. The reason for this could be attributed to a more robust QWLFP design with rich welfare packages for its employees given the company's fat resource base as an oil and gas company. Also, further findings gotten from the responses of IDI participants in NBC gave credence to this moderately high satisfaction rating with QWLFP especially by contract employees in NBC. The results is in consonance with that of Fapohunda (2013) who evaluated the perceptions and experiences of employees' QWLF, and observed that most employees did not give highly positive ratings.

Findings on objective four, which investigated the influence of QWLFP on employees' job satisfaction showed that all dimensions or components of QWLFP were related to employees' level of job satisfaction in the study organisations. However, findings revealed that employee involvement, employee recognition, long service awards and flexible working hours, positively influenced employees' job satisfaction in the study organisations. Specific to the study organisations, findings revealed that there was a significant influence of QWLFP on employees' JS; EI [$\beta=6.043$], ER [$\beta=4.560$] and LSA [$\beta=3.398$] in NPDC and JS; ER [$\beta=15.480$], LSA [$\beta=13.314$] and FWH [$\beta=13.925$] in NBC. This implies that employees who benefited from QWLFP experienced high job satisfaction. This finding is in line with Muindi and K'Obonyo (2015) who found a significant relationship between QWLF and Job satisfaction. Synthesising this finding with the expectancy theory, job satisfaction is not only regarded as a consequence of QWLFP, it discussed it as an expectation, an exchange and evaluation of perceived programme performance and the endorsement of programme effectiveness.

Similarly, findings on objective five which investigated the influences of QWLFP on employee organisational commitment revealed that all dimensions or components of QWLFP were related to employees' level of organisational commitment in the study organisations. However, findings revealed that employee involvement, employee recognition, long service awards, flexible working hours and health care and wellness, positively influenced employees' organisational commitment in the study organisations. Specific to the study organisations, QWLFP significantly influenced employees' OC in NPDC; EI [$\beta=4.121$], HCW [$\beta=5.005$], and in NBC; ER [$\beta=16.239$], LSA [$\beta=14.340$] and FWH [$\beta=13.007$]. This implies that employees who benefited from QWLFP experienced high organisational commitment. This discovery agrees with the more recent findings of Daud (2010), Afsar (2014) and Fattahi, Kazemian, Damirchi, Kani and Hafezian (2014) who found a significant relationship between QWLF and organisational commitment. In line with theory, Vroom's (1964) expectancy theory argues that the predisposition to act in a certain way (show Organisational commitment) is determined by the expectation of the outcome (of improved work life through QWLFP) to the individual.

Finally, objective six which examined the challenges of QWLFP practice in the study organisations revealed inadequate technological infrastructure, time constraints among

employees on shift duties, lack of willingness to participate in specific QWLFP that lack immediate financial benefits, poor management perception and attitude towards QWLFP implementation and a lack of resilience in the pursuit of QWLFP and policies on the part of Union representatives as challenges froth with QWLFP practice in the study organisations. This finding confirms that of Bohlander, Snell and Sherman (2000), Epie (2007) and Mpho (2013) who found poor management attitude and a limited participation of unions in the control and decision making process of QWLF issues, inadequate facilities and the flexibility in time for employees to balance their work life and family time as challenges associated with QWLFP practice in the study organisations.

Furthermore, the study equally made some additional findings which were not part of its objectives from the onset. For instance, the study found out that respondents' perceived quality of work life was influenced by socio-demographic factors in the study organisations which showed significant relationships ($P>0.05$) between employment status, average monthly income and the highest educational qualification of employees with employee perceived quality of work life in the study organisations. Precisely, findings shows that for a unit increase in the employment status, average monthly income and the highest educational qualification of employees, there was a corresponding increase in employees' quality of work life.

That is, employees believed that the higher their employment status, average monthly income and their educational qualification increases the better their chances of experiencing an improved quality of work life. This increase may stem from the additional benefits or privileges that may be accrue to them based on their new status as a permanent staff with a more robust monthly income and a higher educational qualification. This finding was complementary to substantiating the findings of objective two and equally that of Mona and Samah (2014) who found out that the perception of quality of work life was significantly higher with socio-demographic factors such as age and training courses. As well as with the findings of Martel and Dupuis (2006) who found out that, factors of income influenced employee perceived quality of work life. Such is a key factor characterising the expectation and exchange continuum.

Also, a further analysis carried out showed that the quality of work life of employees was significantly associated with their job satisfaction and organisational commitment. This result are in consonance with the age long discovery of Nadler and Lawler III (1983) who discovered that a high quality of work life leads to improved job satisfaction and employee involvement and confirms that of Swapna (2015) who found QWLF to be significantly associated with job satisfaction and organisational commitment. This finding becomes important as it further proves that QWLFP impacting on employee quality of work life could significantly influence their job attitudes. Vroom's (1964) expectancy theory explains employees' job attitudes such as job satisfaction and organisational commitment as a function of employees' expectation of improved QWLF through the implementation of QWLFP in their organisation, as well as employer's expectation that the implementation of QWLFP in the organisation could become agents of influence in determining positive job attitudes of employees in terms of their job satisfaction and organisational commitment.

Furthermore, based on a test for association between the study's variables, findings revealed association between selected demographic variables such as marital status, employment status, duration in service and sex (gender) and job satisfaction and organizational commitment. However, no significant relationship was found for gender and organizational commitment. Furthermore, for all variables tested, a comparative analysis showed that there was significant difference in the level of employees' participation in and benefit from QWLFP, findings also showed a high level of job satisfaction and organizational commitment in NPDC than in NBC as well as a significant difference in job satisfaction and organizational commitment with reference to QWLFP in the study organisations.

The social exchange and expectancy theories applied to this finding can be explained that employee perception about the impact of QWLFP on their work life is crucial. That is, employees are quick to perform better when they perceive that they are getting social profit they tend to believe they should give back in terms of organisational commitment. According to Muse and Stamper (2007), in social exchange the parties concerned are disposed to act in the present in anticipation of a future reciprocation. This means that organisations that provide QWLFP for employees can expect positive reactions or feelings from their staff about their job, thus creating in them a sense of duty to give back with an extra effort.

A synthesis of the study's social exchange and expectancy theories based on the researchers' abstraction explains that QWLFP is an exchange that is active at each end of a continuum with the respective actors such as employer and employee. Thus, it may be appropriate to conceive of both parties as social organisms in a bid to survive on either end of the continuum. On one end are the employees whose expectation are for a better quality of work life as impacted by QWLFP (the exchange) and on the other, are the organisation whose expectation is on the attainment of its objectives through QWLFP. Argyris (1958) explained this bipolar tension between employees' and organisations' needs. The reciprocal intent of this exchange relationship between the employees and organisation will result in the achievement of the respective goals of both parties in an efficient manner; yielding positive job attitudes (job satisfaction and organisational commitment) among employees which will in turn lead to organisational effectiveness.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Preamble

This chapter presents a short summary of findings based on the study's objectives, the conclusions of the entire research work, and recommendations, with a view to drawing practicable policy implications on quality of work life programme and job attitudes among employees in the study's organisations.

5.1 Summary of findings

The study investigated quality of work life programme (QWLFP) and Job attitude among employees in selected organisations in Benin City, Nigeria. The findings of the study revealed that employees were aware of, participated in and benefited from QWLFP in their organisations. Employees' benefit from QWLFP was influenced by socio-demographic factors such as employment status, highest educational qualification, average monthly income, duration in service, age, sex and employment cadre. The study revealed that employees' level of satisfaction with QWLFP was high. However, with respect to the study organisations, employees' level of satisfaction with QWLFP was found to be higher in NPDC than in NBC. The study further revealed that QWLFP significantly influenced employee job satisfaction. Similarly, the study also revealed that QWLFP significantly influenced organisational commitment. Finally, the study revealed factors such as inadequate technological infrastructure, time constraints among employees on shift duties, lack of willingness to participate in specific QWLFP that lack immediate financial benefits, management perception and attitude towards QWLFP implementation and a lack of resilience in the pursuit of QWLFP and policies on the part of Union representatives as challenges of QWLFP practice in the study organisations.

The study equally made some additional findings which was not part of its objectives from the on set. For instance, the study further examined employees' perceived quality of work life as influenced by socio-demographic factors such as employment status, income and highest educational qualification and found that employees' quality of work life (as a process and not as an intervention) positively influenced their job attitudes (job satisfaction and organisational commitment). Also, based on a test for association between the study's variables, findings revealed association between selected demographic variables such as marital status, employment status, duration in service and sex (gender) and job satisfaction and organizational commitment. However, no significant relationship was found for gender and organizational commitment. Furthermore, for all variables tested, a comparative analysis showed that there was significant difference in the level of employees' participation in and benefit from QWLFP, findings also showed a high level of job satisfaction and organizational commitment in NPDC than in NBC.

5.2 Conclusions

Based on the empirical findings, this study arrived at the following conclusions. The sustainability of enterprise requires that organisations' objectives are consistently achieved by a satisfied and committed workforce. However, the ability of organisations to attract and retain such employees rests on their deliberate attempt to develop systems of lucrative and strategic innovations such as QWLFP which involves the active players (employer, employee and trade union) to meet employees' needs and organisational objectives thereby ensuring continued industrial hegemony and harmony. Hence, the study concludes that QWLFP is an expectation as well as a social exchange attempt in curbing the incessant pandemonium among active players in the Nigerian work organisation by serving as a win-win approach for all stakeholders in terms of yielded need satisfaction for employees and their trade union movements as well as the attainment of organisational goals and effectiveness for employers.

It therefore means that quality of work life programme is an exchange relationship between the organisation and its employees premised on the attainment of specific expectations. Expectations steaming from employees needs as regarding a better quality of work life with outcomes of job satisfaction and organisational commitment and that of employers as regarding the attainment of organisational goals. Employees'

awareness of, participation in, benefit derived from QWLFP and satisfaction with QWLFP is reflective of their perception of programme effectiveness.

Although, findings showed that employees benefited from QWLFP in the study organisation, additional findings showed that there was a significant difference in the quality of work life of employees in NPDC when compared to those of employees in NBC. For instance, the study revealed that there was a significant difference in the level of benefit from QWLFP among employees in the study organisations. Further analysis showed that employees in NPDC with a mean value of 0.8905 benefitted more from QWLFP than NBC with a mean score of 0.5763 and an overall mean difference of 0.31418. Also, although employees acknowledged satisfaction with QWFP in the study organisations as high, with respect to the study organisations, employees' level of satisfaction with QWLFP was found to be higher in NPDC than in NBC.

The findings also indicated that socio-demographic factors play a moderating role in the relationship between QWLFP and job satisfaction and organisational commitment. Specifically, factors such as employment status, length of service, age, average monthly income and staff cadre were significantly associated with employees' benefit from QWLFP. Further analysis also showed relationship between the moderating variable (sex, marital status, employment status and duration in service) with job satisfaction and organisational commitment of employees in the study organisations. By implication, the indicators of QWLFP and socio-demographic factors are predictors of employee job satisfaction and organisational commitment.

Quality of work life programme positively influenced employees' job attitudes. This means that organisations that provide QWLFP for employees can expect positive reactions or feelings from their staff about their job (job satisfaction), thus creating in them a sense of duty to give back with an extra effort (organisational commitment). However, from the finding, employees' job satisfaction and organisational commitment equally varied in the study organisations. Specifically, employees in NPDC enjoyed higher job satisfaction and organisational commitment than employees in NBC. For instance, findings also revealed that majority of the employees in NBC (58.9% and 59.7%), especially among the contract employees acknowledged a low job satisfaction and organisational commitment respectively. Such low job satisfaction and

organisational commitment in NBC may have implications for the non-attainment of organisational objectives.

Also, the study concludes that the presence of QWLFP does not invariably translate to employees' participation and benefit from programme neither does it ensure employees' satisfaction with programme. But a more evaluative and effective implementation of QWLFP premised on countering the challenges of QWLFP practice by ensuring the presence of adequate technological infrastructure, resilience in the pursuit of QWLFP on the part of union representatives and good management perception and attitude towards QWLFP implementation yet with a positive approach to the cost considerations of the programme in the study organisations is key to achieving a boost in the quality of work experienced by employees. It is hoped that public and private organisations in the oil and gas and manufacturing sectors and even other sectors would take note of the feedback from respondents and the study's findings to possibly provide a more robust and competitive QWLFP to include more designs and fringe benefits for all stakeholders in the organisation.

5.3 Recommendations

The benefits accruing from employees QWLFP are numerous. Thus, QWLFP is a lucrative organisational practice that needs not to be underestimated but applauded for its feat. QWLFP is a post-modern transformational organisational reality in the world of work and therefore ought to become mainstream in the Nigerian work environment in line with best practices. To improve QWLFP, interventions must be recommended and supported. The outputs and results of this study have encouraged the researcher to recommend for efficient management of QWLFP as applies to its stakeholders and for policy initiatives on the part of policy makers. The following recommendations have been presented for different categories of prospective beneficiaries such as employees, trade unions, management/employer and government.

5.3.1 Recommendations for employees

Employees should begin to see QWLFP as key to their job attitudes and therefore take advantage of such for a better and satisfying experience in the workplace. Also, employees must be quick to speak up and identify aspects where they are experiencing

challenges with QWLFP so that proper intervention can be taken by the human resource department saddled with the responsibility for effective QWLF practice in the study organisations.

For an efficient QWLFP to be brought to bear in the study organisations, employees in the respective organisations must be made to understand their role in its effective and efficient implementation as major stakeholders of QWLFP. Hence, employees should ensure they fully harness the benefits of all aspects of QWLFP as only then would their experience be satisfying at work. Also, the benefits of QWLFP will be rewarding for employees when they hold positive perception and attitude towards QWLFP as one that could significantly influence their quality of work lives, job satisfaction and commitment to their organisations.

5.3.2 Recommendations for trade unions

Trade unions must arise from their inactivity and begin to act in a bid to address salient issues in the quality of work life of their employees. To achieve this, trade union leaders must understand their key role in fronting new QWLFP initiatives for employees and impelling management to concede to their demands. In other words, trade unions leaders need to truly make their stance for employees clear in the face of management and not seen to be cut-in-between in their loyalty to the employees whom they ought to present.

Also, union officials are advised to engage in active unionism without boycotting the proper collective bargaining process with respect to QWLF negotiations. It therefore means that union representatives must be trustworthy men with integrity and must be transparent in their dealings with management on QWLFP matters so as not to give room for suspicion and negative comments from other member employees.

5.3.3 Recommendations for employers/management

HR manager play a key role in ensuring the success of QWLFP implementation. Hence, they must properly monitor the implementation of QWLFP to ensure quality services in all aspects of the programme. Also, they must design the benefits of QWLFPs to effectively cater for the needs of all categories of staff including contract staffs that in most cases do the bulk of the work and for the fact that they are part of the organisation. It therefore means

QWLFPs should not be based on selective participation but should be one in which all employees can participate and reap the benefit of, hence certain aspects of the programme like CEB which were found to be exclusively for senior management employees should be inclusive of all employees. Also, programme aspects such as flexible work hour, recreation and leisure, employee involvement, employee assistance and child educational benefit needs to be looked into and fully improved upon so as to ensure it benefits for employees in the study organisations.

Employers of organisations need to keep abreast of the development of new programme in the practice of QWLFP, so that they can remain competitive in an ever dynamic world of business operations. For instance if the Nigerian organisation must be at par with the organisations in developed countries, management would need to change its attitude and begin to pay some more attention and respond to quality of work-life programme as an innovative tool and competitive advantage in the world of business. Management must go beyond the point of designing great policies on issues of employee benefits in the workplace as part of the policy document of their organisation to translating these policies into programme and then effectively implementing them.

5.3.4 Recommendations for government as regulators

There is an urgent need to put in place regulatory systems and effective implementation structure to help organisations reorganise and design work in such a way that it would be worth it; that is, of immense benefit to both employees and employers in terms of yielded need satisfaction and the fulfillment of organisational objectives. These regulatory agencies must ensure a review of existing policies and a proper evaluation of quality of work-life programme required to ensure that programme content meets the current needs of employees as well as ensure that Nigerian organisations are evaluated on the basis of how successful they are in providing and implementing QWLFP for their employees. The adoption of an appropriate regulatory framework on QWLF initiatives will be important; both to protect employees and to ensure a level playing field for employers. Regulators have an important role to play in setting rules and providing guidance on QWLFP and thus ensuring it better meets the concrete needs of both employers and employees.

5.4 Contributions to knowledge

The study through its findings has uniquely made some strides in underpinning the importance of QWLFP in organisations. It has also brought forth a new dimension to the study of job attitudes and more importantly to organisations in its approach of QWLFP as a strategic tool for dealing with employee job attitudes and issues in the workplace. Thus, presenting QWLFP as a result oriented, action based and win-win approach for all social actors within the organisation in terms of yielded need satisfaction for employees and the attainment of organisational goal for employers of organisations.

The study also provided empirical evidence of intervening variables such as employment status, length of service, income, age and staff cadre as affecting the relationship between quality of work life programmes and job attitude. Similarly, the study has uniquely contributed to knowledge on the premise that it is the first extensive documentation of QWLFP and job attitudes in the Nigerian work organisation. Therefore, the study has enriched the body of knowledge on the subject matter and provided indigenous reference thereby resolving the issue on the dearth of literature in the Nigerian case.

More so, the study did not only engage a triangulation of a mixed methodological and theoretical approach which made for a more robust and richer explanation and understanding of the subject matter but also derived a unique abstraction from these approaches in a way that not only synthesises their arguments but conceptualises its own unique model (the expectation-exchange continuum) for explaining QWLFP. By so doing, it has contributed immensely to the theoretical underpinning that could be drawn from to explain the concept of QWLFP.

Finally, the study applied a broader multidisciplinary approach to research by integrating perspectives from diverse disciplines such as Sociology, Industrial Relations, Industrial Psychology, Anthropology, Human Resource Management, Business Administration and Organisational Behaviour Studies to advance the study on QWLFP and employee job attitude in the Nigeria work organisations.

5.5 Limitations of the study

The present study cannot be said to be exhaustive. There are limitations to this study as itemised below;

- (i) The study was limited in that it covered only two organisations, one in the oil and gas sector and the other from manufacturing sector, considering the number of such organisations in Nigeria. It would have been much more representative if it covered more sectors in Nigeria.
- (ii) The study focused on some selected constructs to measure quality of work life programmes; there are other programmes which were not captured in this work.
- (iii) The study adopted a cross-sectional time horizon in which the data was a snapshot at a particular time and in no means can the findings of the research be concluded for organisations in Nigeria.
- (iv) This study adapted only two theories, the social exchange theory and expectancy theory, considering numbers of human relations theories that may be relevant to this study.

5.6. Suggestions for future research

In light of the acknowledged limitations, the study proposes the following suggestions for further studies concerning the subject matter of quality of work life programmes and employee job attitudes. These have been numerated below:

- (i) An objective examination of the influence of QWLFP on other newer or evolving organisational variables like organisational citizenship behavior, work engagement among a few others can be investigated to dis/confirm the strategic advantage of QWLFP in work organisations.
- (ii) Further research can be done to look into other dimensions of the programmes not covered in this study, such as management by objective, job crafting, job enrichment, effective communication etc.
- (iii) Furthermore, the debates of the theories engaged by the study should be extended to include, equity theory to further explain the predictors of employees job attitude and socio-technical systems theory to further explain the

problem of inadequate technological infrastructure as revealed in the qualitative findings of the study.

- (iv) Much more than other social factors, employment status was identifiably crucial to employees' participation and benefit from QWLFP in the study organisations as the study showed. However, none of the two theories used in this work gave notice to this factor as critical to shaping the work experiences of employees in organisations. Therefore, further studies needs to theoretically engage this.
- (v) Longitudinal research is suggested for future engagement to understand the effect of quality of work life programmes on job attitudes of employees.
- (vi) Also, given that the study was carried out in selected organisations in the oil and gas and manufacturing sectors, it becomes necessary to focus on other sectors of the economy to extend the generalisation of the findings of this study. The researcher therefore suggests that a future study should cover more organisations in other sectors such as in the education, health and service sectors.
- (vii) Finally and more importantly, an area that the study considers vital for inquiry which was not covered within its purviews but was an additional discovery from its findings is a focus on the role of trade union activities in dealing with QWLFP and employee job attitudes.

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APPENDIX I
QUESTIONNAIRE

**Department of Sociology,
Faculty of the Social Sciences,
University of Ibadan, Ibadan,
Oyo State, Nigeria.**

Dear Respondents,

I am a postgraduate student of the above named institution, currently conducting a research on **“Quality of work-life programme and job attitudes among employees in selected organisations in Benin City”**. The study is purely for academic purpose and all responses provided will be treated with utmost confidentiality in line with the ethical principles governing the proper conduct of social research. Your utmost cooperation is required by way of providing appropriate information to the questions being asked.

Kind Regards

Oleabhiele, E.J.

Researcher

INSTRUCTION: Write code number or tick the appropriate option as it applies to you in the blank space provided and state your view clearly where necessary.

SECTION A: Socio-Demographic Information

S/N	Background information	Responses and coding categories	Tick/write as applicable
A1	What is the name of your organisation?	-----	
A2	What is your age?	25---30 years-----1 31---45 years-----2 46---50 years-----3 51 and Above-----4	
A3	What is your sex?	Male-----1 Female-----2	
A4	What is your marital status?	Single-----1 Married-----2 Divorced-----3 Separated-----4 Widowed-----5	
A5	What religion are you affiliated to?	ATR-----1 Islam-----2 Christianity-----3 Others (specify)-----4	
A6	What is your highest educational qualification?	No formal education-----1 Primary School Certificate-----2 Secondary School Certificate-----3 Tertiary education-----4 Post-graduate education-----5	
A7	What is your employment status?	Contract Staff-----1 Permanent Staff-----2	
A8	What cadre of Staff are you? (Staff only)	Junior Staff-----1 Senior Staff-----2	
A9	What is your monthly income?	Less than N20,000-----1 N21,000 ----- N70,000-----2 N71,000 ----- N120,000-----3 N121,000 ---- N170,000-----4 N171,000 ---- N250,000-----5 N251,000 ---- N300,000-----6 N301,000 ----- and above-----7	
A10	How long have you been in your organisation?	0-----5years-----1 6-----10years-----2 11-----15years-----3 16-----20years-----4 21years and Above-----5	
A12	What is your department in the organisation?	-----	

SECTION B: QWLFP

Please give your views about the following Programme in your organisation.

	Variables	Options	
B1	OCCUPATIONAL HEALTH AND SAFETY PROGRAMME		
I	Does your organisation organize health and safety programme for employees such as HSE education, the handling and use of safety appliances?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated in the programme?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B2	EMPLOYEE TRAINING AND SKILL DEVELOPMENT PROGRAMME		
I	Does your organisation provide on-the-job training for staff/opportunities for employees to further education?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated in the programme?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B3	EFFECTIVE COMMUNICATION AND TEAM WORK PROGRAMME		
ai	Does your organisation organize seminars on communication skills to enhance employer/employee and employee/employee relations?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated in the programme?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
bi	Does your organisation organize seminars on building team work to enhance employee job performance?	Yes-----1 No-----2 Not Sure-----3	

ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B4	EMPLOYEE INVOLVEMENT PROGRAMME		
I	Does your organisation allow workers' union to participate in making vital decisions about QWLFP?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B5	EMPLOYEE RECOGNITION AND LONG SERVICE AWARDS PROGRAMME		
ai	Does your organisation give recognition to employees who engage in social activities such as birthday, childbirth, wedding, burial, etc.?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
bi	Does your organisation give long service awards to employees such as cash, materials, plaque, etc. gifts?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	

B6	FLEXIBLE WORKING HOURS PROGRAMME		
I	Does your organisation practice flexible working hours such as allow employees to go on casual leave, breaktime, school runs, e.t.c.?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B7	RECREATIONAL AND LEISURE PROGRAMME		
I	Does your organisation organize sporting activities such as football, lawn tennis, golf, swimming, e.t.c. competition for employees?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have the sporting activities benefited you?	Much-----1 Little-----2 Nothing-----3	
B8	EMPLOYEE ASSISTANCE PROGRAMME		
I	Does your organisation gives loans/salary advance to employees?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you received any of such assistance?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have the assistance you received benefited you?	Much-----1 Little-----2 Nothing-----3	
B9	EMPLOYEE HEALTH CARE AND WELLNESS PROGRAMME		
I	Does your organisation organize health and wellness programme such as health talks, health walks for workers?	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	

iii	Have you ever participated in the programme?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B10	CHILD EDUCATIONAL BENEFITS PROGRAMME		
I	Does your organisation provide child educational benefits such as scholarships, cash assistance, etc.	Yes-----1 No-----2 Not Sure-----3	
ii	If yes, how often?	Always-----1 Sometimes-----2 Others-----3	
iii	Have you ever participated in the programme?	Yes-----1 No-----2 Not Sure-----3	
iv	How much have you benefited from the programme?	Much-----1 Little-----2 Nothing-----3	
B11	Considering all your responses, how would you rate your overall benefit from QWLFP in your organisation?	High-----1 Moderate-----2 Low-----3	

SECTION C: Employees' Satisfaction with QWLFP

Please indicate the extent to which you agree or disagree with the following statements on a 5-point scale

	Variables/Questions	Options				
		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
C1	I am happy with the physical environment where I usually work					
C2	My employer provides me with safety appliances to do my job effectively					
C3	I like the fact that I work in a safe environment in my organisation					
C4	I have a clear set of goals to enable me to do my job because of the training I receive					
C5	I have the opportunity to develop new skills and use my abilities at work due to skill development training I receive.					
C6	I am happy with the career opportunities available to me here					
C7	My organisation communicates well with its employees					

C8	I am happy with my present job because I flow well with my superior and colleagues					
C9	I feel able to voice opinions and influence changes in my area of work due to my involvement in decision making					
C10	I am involved in decisions that affect me in my own area of work					
C11	When I have done a good job it is recognized by my superior.					
C12	I like the fact that my organisation actively recognize and gives long service awards to employees					
C13	I have achievable deadlines due to flexible work hour practiced in my organisation					
C14	My flexible working hours puts me under less pressure at work					
C15	The flexibility that exist in my work enables me to attend to my family issues.					
C16	I have ample time for leisure at work					
C17	I enjoy leisure in my organisation due to a number of sporting activities available					
C18	I like the fact that my organisation shows care by giving assistance such as loans/salary advance to employees					
C19	My organisations health care and wellness programme for employees suites me					
C20	I often feel less stress at work due to the health talks my organisation offers					
C21	I am happy with my organisation because it offers child educational benefits for staff children					
C22	I am able to achieve a healthy balance between my work and home life					
C23	I am proud to recommend my organisation to others because of its robust QWLFP for employees					
C24	I am satisfied with the overall quality of my working life.					
C25	Considering all your responses above, how would you rate the level of your satisfaction with QWLFP in your organisation?				High-----1 Low----- 2	

SECTION D: Job attitudes (job satisfaction and organisational commitment)

Please indicate the extent to which you agree or disagree with the following statements on a 5-point scale

Variables		Options				
JOB ATTITUDES		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	Job Satisfaction					
D1	I receive appropriate recognition for my contribution in my organisation					
D2	Most days I am enthusiastic about my work					
D3	My work gives me a sense of personal accomplishment					
D4	My organisation is the best place to work					
D5	My views and participation are valued					
D6	My compensation matches my responsibility					
D7	My organisations' management implement programme that are to my advantage					
D8	I am sure of my overall job security with this organisation					
D9	There exist high team spirit in my work environment					
D10	I am satisfied with my overall job					
D11	I find real enjoyment in my work					
D12	Each day of work seems like it will never end					
D13	I can recommend this organisation as a place to work to friends					
D14	I like my coworkers					
D15	There is clear ladder of growth for me in this organisation					
D16	I am pleased with the physical conditions in which I work					
D17	I have the skill and facilities necessary to do my work in my organisation					
D18	I have understanding of my responsibilities					
D19	The amount of responsibilities I am given to do in my organisation is moderate for me					
D20	My supervisor gives me useful feedback about how to improve my job perform					
D21	Considering all aspects of job, how would you rate the level of your job satisfaction in your organisation?			High-----1 Moderate-----2 Low-----3		
	Organisational Commitment					
	Affective Commitment					
D21	This organisation is highly valuable to me					
D22	I really feel as if my organisations problem are my					

	own.					
D23	I would be very happy to spend the rest of my career with this organisation					
D24	I would be willing to accept almost any type of work assignment to stay in this organisation					
D25	I do feel a strong sense of “belonging” to this organisation					
D26	I enjoy discussing this organisation with people outside it					
D27	I talk up this organisation to my friends as a great organisation to work for					
D28	For me this is the best of all possible organisation for which to work					
	Continuance Commitment					
D29	I have ample opportunities for advancement in this organisation					
D30	I find that my values and this organisations’ values are similar					
D31	The work I do in my organisation is interesting to me					
D32	I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined					
D33	There is too much to gain by sticking with this organisation					
D34	I feel that the future of this organisation is bright					
D35	The relationship between the management and the employees is good					
	Normative Commitment					
D36	This organisation really inspires the very best in me in the way of job performance					
D37	I feel loyal to this organisation					
D38	Often, I find it easy to agree with the organisations’ policies on important matters relating to employment					
D39	I am willing to put a great deal of effort to my work here					
D40	I care about the fate of this organisation.					
D41	Considering your responses above, how would you rate the level of your organisational commitment?				High-----1 Moderate-----2 Low-----3	

APPENDIX II
IN-DEPTH INTERVIEW GUIDE FOR EMPLOYEES

**Department of Sociology,
Faculty of the Social Sciences,
University of Ibadan, Ibadan,
Oyo State, Nigeria.**

Dear Respondents,

I am a postgraduate student of the above named institution, currently conducting a research on **“Quality of work-life programme and job attitudes among employees in selected organisations in Benin City”**. The primary purpose of this interview is to get your views as regarding the above subject matter. I assure you that all information obtained from you will be used purely for academic purposes only and your responses will be treated with utmost confidentiality. Your utmost cooperation is required by way of providing appropriate information to the questions being asked.

Kind Regards

Oleabhiele, E.J.
Researcher

Time Interview started: -----

Time Interview ended: -----

Date of Interview: -----

Remarks: -----

SECTION A

Socio-demographic and general profile of respondents

S/N	CHARACTERISTIC	CATEGORY
1	What is the name of your union?	
2	What is your age?	
3	What is your sex?	
4	What is your marital status?	
5	What religion are you affiliated to?	
6	What is your monthly income?	
7	What is your highest educational qualification?	
8	How long have you been in your union?	
9	What is your position in your union?	

SECTION B

Introduction

An understanding of quality of work life (QWLF) programme will mean any workplace design or strategy that is of immense benefit to both employees and employers in terms of yielded need satisfaction and organisational objectives. In other words QWLF are innovations and implementations of various schemes to have good working conditions and congenial work environment for the workers and the organisation for high productivity, service efficiency, effectiveness etc. A good example of some of the aspects of the programme includes the following below;

- ❖ occupational health and safety,
- ❖ employee training and skill development,
- ❖ effective communication and team work,
- ❖ employee involvement,
- ❖ employee recognition and long service awards,
- ❖ flexible working hours,
- ❖ recreational and leisure,
- ❖ employee welfare and assistance,
- ❖ employee health care and wellness programme
- ❖ Child educational benefit

QUESTIONS:

1. Are you familiar with QWLFP? (Probe)
2. Which of the above stated aspects of the programme are available in your organisation? (Probe)
3. Are employees' vital needs covered in the programme? (Probe)
4. Do employees have free access to and participate in any aspects of the programme? (Probe)
5. In what way has employees benefited from the programme? (Probe)
6. How has QWLFP impacted on employees' QWLF in your organisation? (Probe)
7. How has QWLFP impacted on employees' job satisfaction? (Probe)
8. How has QWLFP impacted on employees' commitment in your organisation? (Probe)
9. Can you say that QWLFP have been sufficient in meeting the needs of employees in your organisation? (Probe)
10. What are the factors affecting the implementation of QWLFP in your organisation? (Probe)

APPENDIX III
INDEPTH INTERVIEW GUIDE FOR UNION OFFICIALS

**Department of Sociology,
Faculty of the Social Sciences,
University of Ibadan, Ibadan,
Oyo State, Nigeria.**

Dear Respondents,

I am a postgraduate student of the above named institution, currently conducting a research on **“Quality of work-life programme and job attitudes among employees in selected organisations in Benin City”**. The primary purpose of this interview is to get your views as regarding the above subject matter. I assure you that all information obtained from you will be used purely for academic purposes only and your responses will be treated with utmost confidentiality. Your utmost cooperation is required by way of providing appropriate information to the questions being asked.

Kind Regards

Oleabhiele, E.J.
Researcher

Time Interview started: -----

Time Interview ended: -----

Date of Interview: -----

Remarks: -----

SECTION A

Socio-demographic and general profile of respondents

S/N	CHARACTERISTIC	CATEGORY
1	What is the name of your union?	
2	What is your age?	
3	What is your sex?	
4	What is your marital status?	
5	What religion are you affiliated to?	
6	What is your monthly income?	
7	What is your highest educational qualification?	
8	How long have you been in your union?	
9	What is your position in your union?	

SECTION B

Introduction

An understanding of quality of work life (QWLF) programme will mean any workplace design or strategy that is of immense benefit to both employees and employers in terms of yielded need satisfaction and organisational objectives. In other words QWLF are innovations and implementations of various schemes to have good working conditions and congenial work environment for the workers and the organisation for high productivity, service efficiency, effectiveness etc. A good example of some of the aspects of the programme includes the following below;

- ❖ occupational health and safety,
- ❖ employee training and skill development,
- ❖ effective communication and team work,
- ❖ employee involvement,
- ❖ employee recognition and long service awards,
- ❖ flexible working hours,
- ❖ recreational and leisure,
- ❖ employee welfare and assistance,
- ❖ employee health care and wellness programme
- ❖ Child educational benefit

QUESTIONS:

1. Are you familiar with QWLFP?
2. What other name, if any, do you call the programme? (Probe)
3. What is your perception about QWLFP?
4. Who are the beneficiaries of QWLFP? And to what extent were the beneficiaries involved in the adoption decision? (Probe)
5. How would you describe employees' QWLF in recent times?
6. In your views, do you think QWLFP has any impact on employees' job satisfaction in these organisations? (Probe)
7. In your views, do you think QWLFP has any impact on employees' commitment in these organisations? (Probe)
8. In what way can you say stakeholders are benefiting from QWLFP? (Probe)
9. In your views what are the factors affecting the implementation of QWLF programme in your organisation? (Probe)

APPENDIX 1V

KEY INFORMANT INTERVIEW GUIDE FOR HR MANAGERS

**Department of Sociology,
Faculty of the Social Sciences,
University of Ibadan, Ibadan,
Oyo State, Nigeria.**

Dear Respondents,

I am a postgraduate student of the above named institution, currently conducting a research on **“Quality of work-life programme and job attitudes among employees in selected organisations in Benin City”**. The primary purpose of this interview is to get your views as regarding the above subject matter. I assure you that all information obtained from you will be used purely for academic purposes only and your responses will be treated with utmost confidentiality. Your utmost cooperation is required by way of providing appropriate information to the questions being asked.

Kind Regards

Oleabhiele, E.J.
Researcher

Time Interview started: -----
Time Interview ended: -----
Date of Interview: -----
Remarks: -----

SECTION A

Socio-demographic and general profile of respondents

S/N	CHARACTERISTIC	CATEGORY
1	What is the name of your organisation?	
2	What is your age?	
3	What is your sex?	
4	What is your marital status?	
5	What religion are you affiliated to?	
6	What is your monthly income?	
7	What is your highest educational qualification?	
8	How long have you been in your organisation?	
9	What department do you head in the organisation?	

SECTION B

Introduction

An understanding of quality of work life (QWLF) programme will mean any workplace design or strategy that is of immense benefit to both employees and employers in terms of yielded need satisfaction and organisational objectives. In other words QWLF are innovations and implementations of various schemes to have good working condition and congenial work environment for the workers and the organisation for high productivity, service efficiency, effectiveness etc. A good example of some of the aspects of the programme includes the following below;

- ❖ occupational health and safety,
- ❖ employee training and skill development,
- ❖ effective communication and team work,
- ❖ employee involvement,
- ❖ employee recognition and long service awards,
- ❖ flexible working hours,
- ❖ recreational and leisure,
- ❖ employee welfare and assistance,
- ❖ employee health care and wellness programme
- ❖ Child educational benefit

QUESTIONS:

1. Is QWLFP available in your organisation? (Probe)
2. What other name, if any, do you call the programme? (Probe)
3. What are the specific aims of QWLFP? (Probe)
4. Whose and what needs were considered important in your organisations' adoption of QWLFP? And to what extent were the beneficiaries involved in the adoption decision? (Probe)
5. Are employees' vital needs provided for in the programme? (Probe)
6. Do your employees have free access to the programme? (Probe)
7. Is QWLFP for every worker irrespective of their status or are there conditions that must be met before employees are allowed to participate in these programmes? (Probe)
8. How is the impact of the programme being evaluated in your organisations? (Probe)
9. In what way can you say your organisation is benefiting from QWLFP? (Probe)
10. Has the implementation of QWLFP been successful? (Probe)
11. In your views what are the factors affecting the implementation of QWLF programme in your organisation? (Probe)
12. What is management doing to ensure effective implementation of QWLF programme in your organisation? (Probe)

APPENDIX V



**SOCIAL SCIENCES AND HUMANITIES RESEARCH ETHICS COMMITTEE (SSHEC)
UNIVERSITY OF IBADAN**

Chairman: Prof. A. S. Jegede, B.Sc, M.Sc (Ife), MHSc (Toronto), Ph.d (Ibadan)

Tel: +234-8055282418

E-mail: savjegede@yahoo.com

savjegede@gmail.com

as.jegede@mail.ui.edu.ng

NOTICE OF FULL APPROVAL AFTER FULL COMMITTEE REVIEW

**RE: QUALITY OF WORK LIFE PROGRAMME AND JOB ATTITUDES AMONG
EMPLOYEES IN SELECTED ORGANISATIONALS IN BENIN CITY, NIGERIA.**

UI/Social Sciences Ethics Committee assigned number: **UI/SSHEC/2017/0009**

Name of Principal Investigator:

Egunor Jennifer OLEABHIELE

Address of Principal Investigator:

Dept. of Sociology,
Faculty of the Social Sciences,
University of Ibadan.

Date of receipt of valid application: **09/05/2017**

Date of meeting when final determination on ethical approval was made: **31st October, 2017.**

This is to inform you that the research described in the submitted protocol, the consent forms, and other participant information materials have been reviewed and given full approval by the SSHE Committee.

This approval dates from **31/10/2017 to 30/10/2018**. If there is delay in starting the research, please inform the SSHE Committee so that the dates of approval can be adjusted accordingly. Note that no participant accrual or activity related to this research may be conducted outside of these dates. All informed consent forms used in this study must carry the SSHE Committee assigned number and duration of SSHE Committee approval of the study. It is expected that you submit your annual report as well as an annual request for the project renewal to the SSHE Committee early in order to obtain renewal of your approval to avoid disruption of your research.

Note: the National code for health research ethics requires you to comply with all institutional guidelines, rules and regulations and with the tenets of the Code including ensuring that all adverse events are reported promptly to the SSHEC. No changes are permitted in the research without prior approval by the SSHEC except in circumstances outlined in the Code. The SSHE reserves the right to conduct compliance visit to your research site without previous notification.

A handwritten signature in blue ink, appearing to read 'A. S. Jegede'.

Prof. A.S. Jegede

APPENDIX VI

MINISTRY OF PETROLEUM RESOURCES

PETROLEUM RESOURCES
.....DEPARTMENT
WARRI
.....

P. M. B. No. 1275
.....
Telegrams 253242/250349
.....
Telephone.....
.....
Telex.....



Ref. No. DPR/WA/US/0.01/404
Date: 8th March, 2017
.....

The Managing Director,
Nigeria Petroleum Development Company,
Sapele Road,
Benin City,
Edo State.

Dear Sir,

REQUEST FOR PROJECT ASSISTANCE

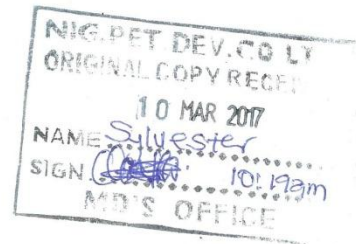
Mrs OLEABHIELE E.J was introduced to DPR as a post Graduate (Ph.D.) student of University of Ibadan (Faculty of Social Science).

She is currently working on a project topic Titled: "Quality of work -life programme and job attitudes among employees in selected private organizations"


You are requested to please assist her with all necessary materials to enable her complete the project in good time.

Yours faithfully,
For: Department of Petroleum Resources

OGBE N.
Zonal Operations Controller, Warri.



APPENDIX VII

 MANPOWER STATISTICS BY DIVISION/DEPARTMENT/GRADE LEVEL AS AT MARCH, 2017																
S/N	DEPARTMENTS	M3	M4	M5	M6	SS1	SS2	SS3	SS4	SS5	SS6	SS7	JS1	TOTAL PERMANENT STAFF	THIRD PARTY STAFF	GRAND TOTAL
1	Abuja Liaison Office						1							1	7	8
2	Admin			1	2	4	1	2	1	1	1		11	24	71	95
3	Capital Projects			1	3	3	1	8	1	2				19	2	21
4	Chevron Assets			1	1	2	2	3		1				10	3	13
5	Civil & Survey			1	2	1	1	7	1	1				14	4	18
6	Community Relations				1	2	1	2		1				7	44	51
7	Company Secretary/Legal Department		1				1	3						5	5	10
8	Compliance			1	3		1	1						6	4	10
9	Field Data Management Department				1	2	2							5	2	7
10	Drilling			1	1	2	3	8	2	3		1		21	9	30
11	Executive Director, ETSD's Office		1					1						2	1	3
12	Executive Director, F&A's Office		1						1					2	16	18
13	GM, Asset Management's Office		1					1						2	13	15
14	GM, Exploration and Development		1					1		1				3		3
15	GM, Support Services' Office		1										1	2	1	3
16	GM, Gas Development' Office		1											1		1
17	GM, CR & S		1											1	1	2
18	GM, HSE Office		1											1		1
19	GM, ICT Office		1											1		1
20	GM, Planning/Commercial		1											1		1
21	GM, Supply Chain Management Division		1											1		1
22	Exploration				1	3	7	8		2				21	3	24
23	External Relations				1	2		2						5	4	9
24	Facilities Mctc Department				2	4	2	8	2	4	2			24	1	25
25	Gas Development				2	2	1	5	1	5				16	1	17
26	General Accounts			1	2	4	1	4	2					14	7	21
27	Human Resources Department			1	2	4	3	2		1	1			14	11	25
28	Information Communication Technology			1	1	2	6	3	2	3	1			19	6	25
29	Insurance							1						1	2	3
30	Internal Audit				3			4	1					8	20	28
31	Joint Interest Accounts			1	4	2	1	5		3				16	6	22
32	Lagos Liaison Office								1					1	3	4
33	Managing Director's Office		1					1	2					4	2	6
34	Non Operated Asset			1	2	2	2	1						8		8
35	OML 119			1	3	7	2	16	1	6	1			37	10	47
36	Onshore Asset OMLs-26 & 30			1	2	4	5	10	4	5	1			32	6	38
37	Onshore Gas Asset, OML-34			1		1	3	7	2	5				19	21	40
38	Partner Relations			1		1		4						6		6
39	OMLs-65/111				1	4	4	4	4	2	1	3		19	1	20
40	Petroleum Engineering				1	2	1	6	1	7				18		18
41	Planning/Commercial			1	2	2	1	7		2				15	10	25
42	Port-Harcourt Field Office			1		6	1	3	3					14	14	28
43	Quality, Health, Safety and Environment			1	3	2		6	1	5	9	3	15	45	81	126
44	Security			1		1		1	2				1	6	33	39
45	Shell Assets			1	1	6	4	9		2				23	28	51
46	Sinopec Project Team OML 64/66			1		1	1							3		3
47	Supply Chain				5	7	2	7	2					23	19	42
48	Swamp Asset OMLs-40 & 42			1	2	5	5	14	1	1				29	1	30
49	Taxes				1	2		2						5	1	6
50	Treasury			1	1	2	2	2		1				9	5	14
51	Warri Field Office				1	1	5	7				1		15	11	26
52	Yet to be deployed				1									1	6	7
	TOTAL	1	12	26	60	98	61	186	36	66	17	5	31	599	496	1095
	Source: Registry Office, HR Department, Nigerian Petroleum Development Company Ltd (13/3/17)															

APPENDIX VIII

Showing Questionnaire Distribution by Department in NPDC

S/N	DEPARTMENT	NO OF STAFF	DISTRIBU TION
1	MD's OFFICE	6	2
2	INTERNAL AUDIT DEPARTMENT	29	10
3	QUALITY & COMPLIANCE DEPARTMENT	10	2
4	COMPANY SECRETARIAT & LEGAL DIV	9	4
5	PLANNING/COMMERCIAL DIV	25	6
6	INFORMATION COMM TECH DIV	27	10
7	SCMD	42	10
8	NOGA ASSET	2	1
9	GM, EXPLORATION AND DEVELOPMENT DIV	3	1
10	EXPLORATION DEPARTMENT	21	7
11	DRILLING OPERATIONS DEPARTMENT	27	7
12	PETROLEUM ENGINEERING	13	5
15	GAS DEVELOPMENT DIVISION	18	7
16	FIELD DATA MANAGEMENT	7	4
17	ENGINEERING & TECHNICAL SERVICES DIVISION	3	2
18	FACILITIES MAINTENANCE DEPARTMENT	29	7
19	CAPITAL PROJECT DEPARTMENT	18	7
20	CIVIL & SURVEY DEPARTMENT	17	7
21	HEALTH, SAFETY & ENVIRONMENT DIVISION	1	1
22	HEALTH, SAFETY & ENVIRONMENT	120	15
23	ASSET MANAGEMENT DIVISION	2	1
24	OKONO/OKPOHO PROJECT TEAM (OML-119)	48	10
25	SINOPEC PROJECT TEAM (OMLs-64/66)	3	
26	PARTNER RELATIONS	6	3
27	SHELL TEAM	52	10
28	CHEVRON TEAM	14	8
29	NON OPERATED ASSET (NOA)	7	3
30	PSC ASSET	1	
31	ONSHORE ASSET (OML-13)	17	5
32	ONSHORE ASSET (OML-30 NOA)	6	2
33	ONSHORE ASSET (OML-26)	19	7
34	SWAMP ASSET (OML-42)	1	

S/N	DEPARTMENT	NO OF STAFF	DISTRIBUTION
M - 35	SWAMP ASSET (OML-40)	19	7
M - 36	SWAMP ASSET (OMLs-40/42)	11	5
M - 37	ONSHORE GAS ASSET (OML-34)	39	7
D - 38	OMLs-65/111	20	7
M - 39	SUPPORT SERVICES DIVISION	2	1
Σ - 40	ADMIN SERVICES DEPARTMENT	95	15
Σ - 41	HUMAN RESOURCES DEPT	23	15
Σ - 42	EXTERNAL RELATIONS DEPARTMENT	10	5
Σ - 43	COMMUNITY RELATIONS & SECURITY DIVISION	2	1
Σ - 44	COMMUNITY RELATIONS DEPARTMENT	44	10
M - 45	SECURITY DEPARTMENT	39	10
M - 46	FINANCE AND ACCOUNTS DIVISION	17	4
Σ - 47	TAXES	6	3
Σ - 48	JOINT INTEREST ACCOUNTS	21	12
Σ - 49	GENERAL ACCOUNTS	21	8
Σ - 50	TREASURY	13	7
O - 51	INSURANCE	3	1
	TOTAL	1016	280

APPENDIX IX





APPENDIX X
NIGERIA BOTTLING COMPANY LTD
MANPOWER STATISTICS BY DEPARTMENT/EMPLOYMENT
CADRE AS AT OCTOBER, 2016.

MANUFACTURING	JUNIOR	MANAGERS	TOTAL
	46	12	58

ENGINEERING	JUNIOR	MANAGERS	TOTAL
	23	9	32

QUALITY	JUNIOR	MANAGERS	TOTAL
	23	5	28

LOGISTICS	JUNIOR	MANAGERS	TOTAL
WH	18	7	25
FLEET		1	1
DISTRIBUTION	3		3
HAULAGE		4	4
			33

ADMIN	JUNIOR	MANAGERS	TOTAL
HR	1	1	2
FINANCE		1	1
IS		1	1
SAFETY		1	1
PM OFFICE		1	1
			6
TOTAL STAFF POPULATION	114	43	157

BODY SHOPS (CONTRACT EMPLOYEES)

137

TOTAL STAFF POPULATION

294

APPENDIX XI

Showing Safety messages and signs in the workplace (NBC)



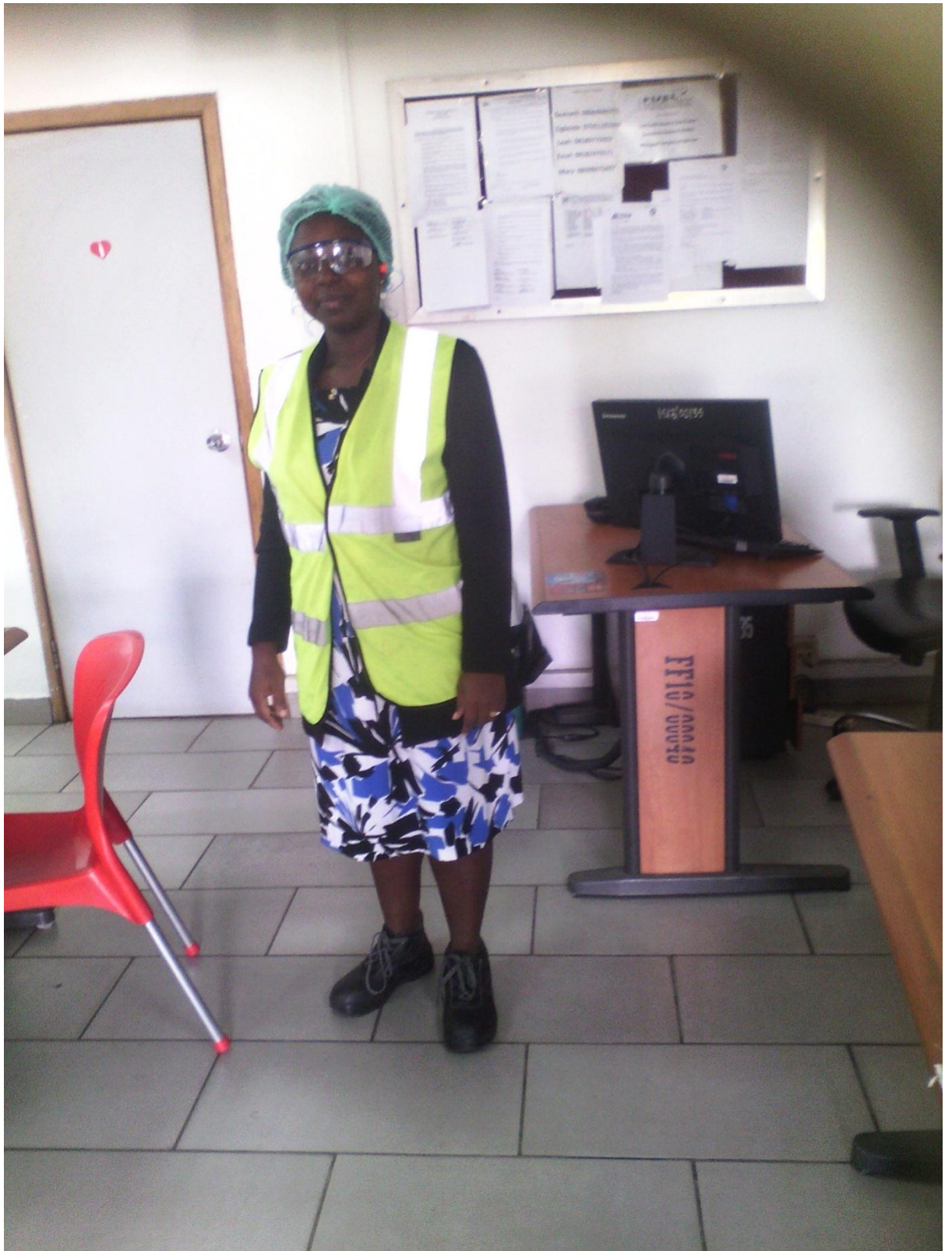
APPENDIX XII

An employee fully kitted in his personal protective equipment in the production area in NBC Plant



APPENDIX XIII

The researcher fully kitted in PPE before she could gain access to the employees in the production area in NBC Plant



APPENDIX XIII

Showing Production area in NBC



APPENDIX XIII

Showing a special section held on Health and Safety Day; workers being educated in NPDC



Cross section of staff during the HSE week

in mind, regular gatherings like this serve as important avenues to further remind us of the need to equip ourselves with necessary information to protect ourselves and our loved ones from possible harm.”

The MD, who was represented by the Executive Director, Engineering and Technical Services Division, (ETSD), Mr. Hamidu Namtari further urged staff to imbibe a generative HSE culture. This is based on a fair allocation of responsibilities with a solid information base for easy flow of information to our workforce and the willingness for them to participate and be prepared to report mistakes, near misses and

accidents. Also, their willingness will surely depend on how the organisation investigates incidents and handles blames.

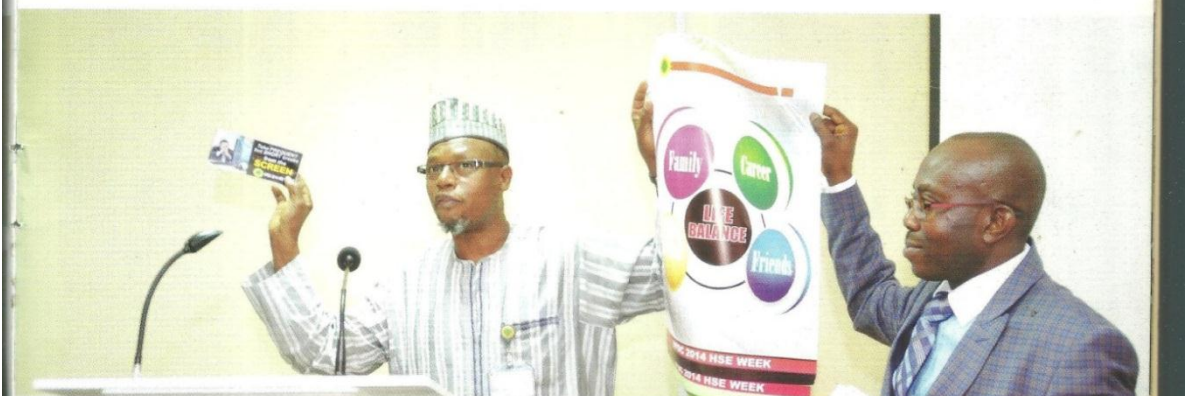
He also said that the company has a vital role to play in developing a positive health and safety culture, as our personalities, values and attitudes generally affect the whole organisation as employees will look up to their seniors. Therefore walking the talk is a key factor in determining the culture of the organisation. In line with the promotion and reinforcement of this positive HSE culture, some staff were given awards for their particular and exemplary attention to all HSE issues within and around their workplaces. They

were also encouraged to keep up with their good attitude to work.

Mallam A. Kadiri who was the Guest Speaker delivered a lecture on “Waste Management and Safety Culture”. He talked on basic safety principles for people who actively practice and promote safe acts at homes, streets, communities, and workplaces. He advised all to make necessary corrections, adjustments and lifestyle changes that may be required to improve on our health and environment.

The highlight of the event was the launching of the 2014 HSE stickers and banners by the representative of the MD, Mr. Hamidu Namtari. ●

Uwadiae Iyabo



The ED, ETSD, Mr. Hamidu Namtari (rep. of the MD, NPDC) launching the 2014 HSE sticker and banner with the support of the Supervisor, Community Relations, Mr. David Arjoba

APPENDIX XIII

Showing a cross section of employees undergoing training and skill development in NPDC

ETSD ROUNDS OFF FIRST TRAINEE DEVELOPMENT PROGRAMME



Ngbede M. J. taking time out to answer questions from Trainees during excursion

The Engineering & Technical Services Division (ETSD) recently concluded its first in-house development program for students on Industrial training. The first lecture was held on the 1st of September, 2014 and was aptly titled, "An overview of the Engineering and Technical Services Division (ETSD)". Over the next eleven weeks, the trainees were lectured on topics like 10 Tips to Writing an Effective Curriculum Vitae, How to Scope Works and Prepare Bill of Quantities, Oil Stories, The Civil Project, Health, Safety and Environment (HSE), Overview/Work Etiquette and Personal Management.

The students also carried out their team assignments which were delivered on the Friday of each week. The team assignments were delivered in presentation format in the presence of all students and the ETSD Engineers who served as Panel of Judges. The winners for both team and individual assignments were given prizes as reward and encouragement.

Throughout the period of the programme, each trainee had the opportunities to make at least one presentation. At the end of the programme, valuable skills such as team work, leadership, timeliness, presentation skills, value packaging, technical knowledge and improved understanding of the Oil and Gas Industry were acquired.

One of the major highlights of the Trainee Development Programme (TDP) 2014 was the excursion to NPDC Facilities in Oredo Field (OML-111) on November 25, 2014. The trainees

had the rare opportunity to visit the Flowstation, Integrated Gas Handling Facility (GHF), Early Production Facility (EPF), Old Flow Station, Oredo Gas supply to Pan Ocean Oil Company Limited (POOC) project as well as the Oredo Well 2.

Testimonies from the trainees showed that they enjoyed the visit and also learnt new things about the pumps, manifolds, separators and the different lines in the Flowstation. 🌟

Ugochi Akwuwi
(Project Officer, ETSD)



Group picture of the Trainees with NPDC Staff during excursion to Oredo Field

APPENDIX XIV

A cross section of team members' brain storming in NPDC



One of the syndicate groups deliberating during the break out session

Continued from page 10

Thus, at the end of the very extensive jaw-jaw session, an elaborate resolution was arrived at that addressed all the concerns expressed by the partners. The resolution also produced a road map that will be delivered within ninety days time frame. Some of the issues addressed were:

Working Relationship: Top on the list was the need for a better working relationship. All parties agreed to work closely together. To achieve this, members agreed on the establishment of a Joint Operating Team for each asset. They also endorsed a monthly review meeting to evaluate the progress made on the Business

Improvement - Production Growth and Cost Reduction Strategies and implementation plans.

Operation & Maintenance Contracts: The partners recognized that the current operation and maintenance (O&M) contracts were not cost effective and efficient. NPDC was therefore mandated to develop and distribute a new scope of work to all the JV Partners that will bolster a proper operation and maintenance of facilities.

CHA/Terminal Fees: With regards to the Crude Oil Handling Agreements and Terminal fees which became major issues at the meeting, the partners agreed that negotiations should be initiated

with SPDC to ensure drastic reduction of the existing capacity tariffs to reflect the realities of current oil prices.

Crude Oil Production Reconciliation: The meeting noted that accruable barrels arising from production reconciliation should be allocated back to the respective JV Assets even as they also settled for the quick installation of the Forcados Interim Metering and LACT Unit.

Profit and Loss Analysis: The meeting also resolved that all the JV Partners should continue to share and monitor the profit and loss (P&L) positions of their respective assets on a regular basis.

General Cost Reduction Strategies: The stakeholders endorsed prompt payment of salaries to third party staff; improved surveillance as threats to facilities, especially, pipelines have become quite frequent; security of wellheads; identification and immediate implementation of quick-wins to have direct impact to incremental production.

Trans- Forcados Pipeline (TFP) Cash Call Reconciliation

Partners also agreed that urgent steps should be taken to address the security and management of the TFP. Also all the partners agreed to work together seamlessly to resolve all outstanding cash call issues.

Finally, as the countdown to the successful implementation of the resolutions began, Mr. Abubakar Mai-Bornu revealed that NPDC was developing an accounting template that will allow the Asset Managers to capture their costs and other details. This will ensure transparency in the quarterly analysis of how much was made and spent as well as profit and loss.



OML 34 Subsurface Team Lead, Mr. Ahmed Sa'id (1st left) presenting his group's report at the end of the break out session

APPENDIX XIV

Recognition and Long service awards to employees for outstanding service to NPDC



The EDS, NPDC, Mrs. Oyeyemi Ladipo addressing the retirees

In a related development, the Executive Director Services, Mrs. Oyeyemi Ladipo, staff as wells as

They dutifully and relentlessly put in their best in the overall development of NPDC

friends of the Services Division also gathered recently to give their former colleagues a special treat and final goodbye as they retired from the services of the NNPC.

In her opening remark, the EDS lauded the leadership qualities of

the retired staff stressing that they dutifully and relentlessly put in their best in the overall growth of NPDC. She added that the NPDC family would surely miss them.

Mrs. Oyeyemi however admonished those that are still in the service of NNPC to emulate their examples by trailing the path of excellence and steadfastness in actualizing the plans of transforming the company into a global player.

The five retired staff are Mr. Erhioriverere Efegoma, Mrs. Sylvia Willie, Mr. Emmanuel Atsemudiara, Mr. Godfrey

Okojie and Mr. Augustine Asibor. They served diligently in many capacities during their sojourn in NPDC and NNPC. In addition to the party, souvenirs were also given to the retired staff.

Responding on behalf of the retirees, the former Manager, Community Relations Department, Mr. Erhioriverere Efegoma thanked the Management and staff of the Services Division for honouring them. He passionately appealed to all staff to give management all the necessary support required for the successful implementation of the ongoing transformation. 🌟



Cutting of cake by the retirees with the assistance of their spouses and staff of Services Division

APPENDIX XIV

Recognition of employees during social events

SOCIAL DIARY



Former Miss Munirat Momodu of Security Services Department wedded Mr. Michael Apeh on the 13th September, 2014 in Benin City. NPDC Newsletter wishes Mr. & Mrs. Michael Apeh a happy married life



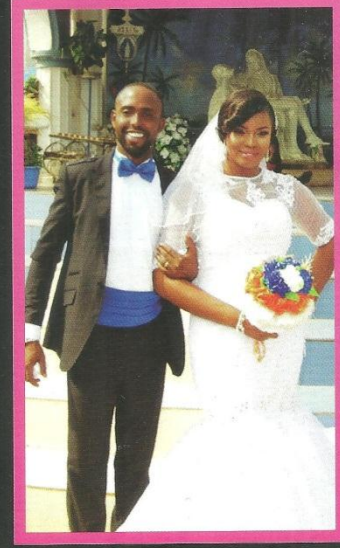
Former Miss Osazuwa Oghogho of the Community Relations Department wedded Mr. Charles Chidi Obolu on the 15th November, 2014 in Benin City. NPDC Newsletter wishes Mr. & Mrs. Obolu a blissful married life



Former Miss Ibitoye Martha Omolara of NPDC Gas Development Department wedded Mr. Awure A. Isaac on 18th October, 2014 in Benin City. Congratulations Mr. & Mrs. Awure Isaac



Mr. Asor Augustine of Security Services Department wedded former Miss Comfort Ekezie on 30th of August, 2014, in Ikofun, Lagos State. NPDC Newsletter wishes the Asors a happy married life



Former Miss Amy Loveth Ohioma of the Community Relations Department wedded Mr. Ehizibue Paul Isebhoreon on 13th December, 2014, in Benin City. Congratulations Mr. & Mrs. Isebhoreon

APPENDIX XIV

In its determination to add value to community health, NPDC recently trained 30 health workers on Ebola awareness and best practices in HIV/AIDS prevention, treatment and care/support. The training was designed for community workers, Doctors, Matrons, Pharmacists, Laboratory Technicians and health extension workers of the eight (8) NPDC-supported health facilities who are directly involved in the provision of treatment, care and support to persons who tested positive to HIV/AIDS.

The 4-day training was facilitated by the Head of Training, Institute of Human Virology of Nigeria (IHVN), Mrs. Edwina Mang and other personnel from the IHVN.

The training was initially packaged to focus on the latest developments in HIV/AIDS interventions. However, the recent entry of Ebola Virus Disease into Nigeria prompted NPDC and NNPC Benin Medical Zone to include the lecture on the EVD. The lecture which was delivered by Dr Abubakar Mohammed covered the history of Ebola, transmission, symptoms, incubation period, treatment, vaccine, myths etc. In the lecture, Dr. Mohammed stressed the importance of good hygiene within the hospital premises and by individuals.

At the end of the training, the Manager CRD who was represented by the Supervisor, CRD, Mr. Noble Imabibo charged the participants to educate the communities at large on EVD. He further presented infra-red thermometers to the eight health facilities as well as banners and handbills on Ebola awareness while Dr Mohammed demonstrated how to use the infrared thermometers to the health workers.

At the end of the programme, Mr. Yussuf of Omadino CH and Mr. Alex Ovie of Igbide PHC thanked NPDC for the quality of the training, especially the lecture on Ebola and the various items distributed to the health facilities. ●

Amaka Umeugo

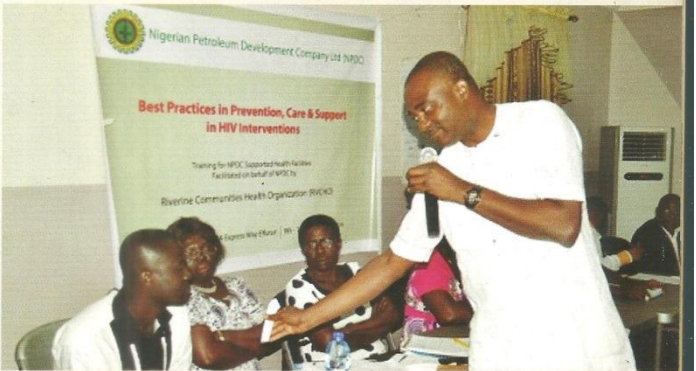
NPDC TRAINS COMMUNITY HEALTH WORKERS ON EBOLA AND HIV/AIDS INTERVENTIONS



Cross-section of the participants



Participants working on Test questions



Dr. Abubakar Mohammed demonstrating the use of the infrared thermometers

APPENDIX XIV



The overall winner of the 9th NNPC Sports Fiesta, Lagos Team Zone displaying their trophy after the Games



The LOC Chairman & Manager, HR, Mr. Anni Olisa in a group photograph with the Benin Zone Basket ball Team



Gold Medalist of the Chess Competition from the Benin Zone, Mr. Asibor Eromosele of NPDC (right) playing during one of the sessions



Group Photograph of Participants at the 8-ball Poll game from the six Zones. 3rd left is the Benin Zonal Representative, Mr. Effong Aje (NPDC)

continued from previous page

development for the benefit of the corporation in general.

The festival which is held biennially has become a reliable platform for fostering unity among NNPC multiethnic workforce. It has also provided an opportunity for participants to enhance their physical wellbeing, mental alertness as well as their moral and social lives.

The 2013 festa was rated as one of the best events in recent times. It should be recalled this was the first time that NPDC hosted the NNPC Sports Festival in spite of the fact that it is not a zonal office as it is usually the case.

Also speaking at the closing ceremony, the Group General Manager, Group Human Resources Division of the NNPC, Mr. Dan Efebo described the festa as a recreation programme that builds team spirit among employees as well as provide leisure from the usual work routine. This according to him accounts for the Corporation's huge investment in building state of the art sport facilities at its locations for staff use.

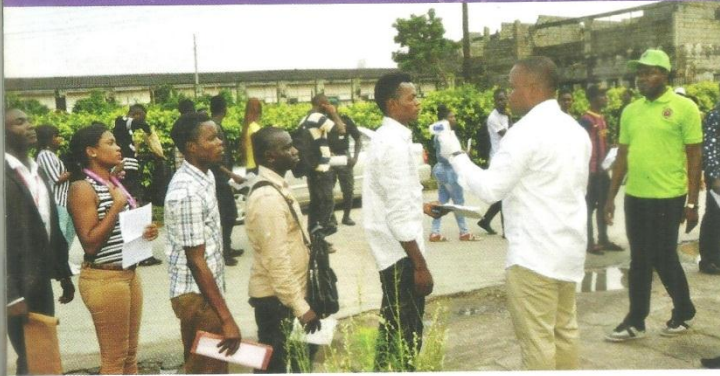
At the end of the sports festa, many medals were won by the various zones in the following order:

- Lagos Zone - 3 Gold, 2 Silver and 2 Bronze to emerge the overall winner of the 9th NNPC Sports festa.
- Port Harcourt Zone being the defending champion took the 2nd position with 2 Gold and 4 Silver.
- Warri Zone grabbed the third position with 2 Gold, 2 Silver and 4 Bronze while the Kaduna Zone picked the fourth position with 2 Gold, 1 Silver and 2 Bronze.
- The fifth position was shared by the Benin and Abuja Zones with 1 Gold, 2 silver and 2 bronze each.

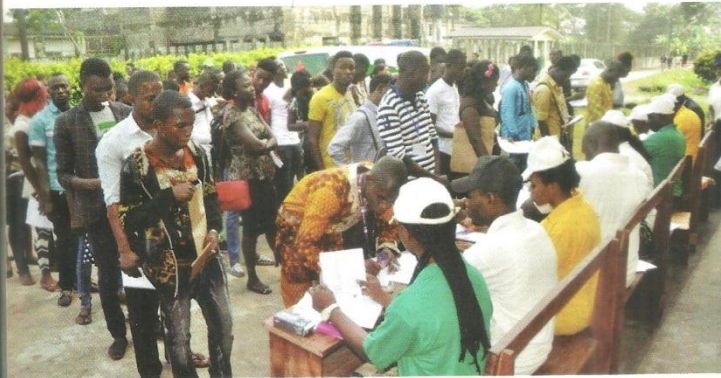
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APPENDIX XIV

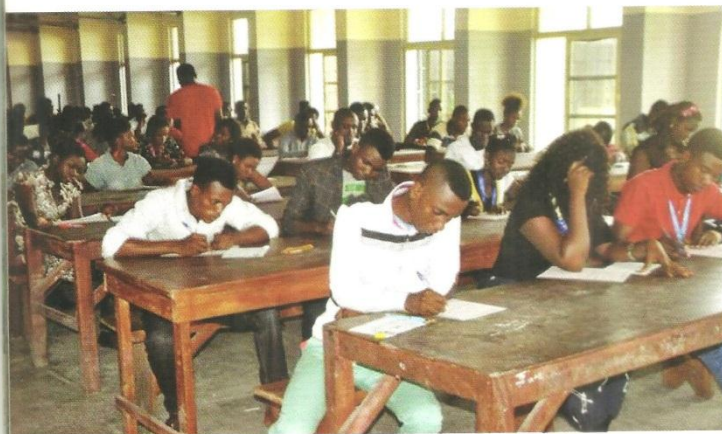
NPDC, WAEC CONDUCT 2014 SCHOLARSHIP EXAMINATIONS



Candidates during the Temperature check



NPDC Staff accrediting candidates



Candidates taking the test

As part of sustained efforts and commitment to capacity building, the Nigerian Petroleum Development Company Limited (NPDC) reaches out to its host communities every year through its scholarship programme.

The 2014 edition of the scholarship examination was held in November for qualified students of tertiary institutions.

The examination which was aimed at selecting the best students for the scholarship programme were held simultaneously at the Federal Government College (FGC) Warri in Delta State and Mmahu Secondary School Mmahu, Egbema in Imo State.

To ensure industry standards, the examinations were conducted by the West Africa Examination Council (WAEC) Officials who tested the candidates on Quantitative, Logical and Verbal Reasoning as well as General Information. In all, Seven Hundred and Forty-Two (742) candidates were tested while Three Hundred and Sixty-Four (364) were successful.

We are proud to announce that in 2014, NPDC awarded scholarships to a total of Six Hundred and Seventy-Three (673) students of tertiary institutions and Two Thousand, Three Hundred and Eighty-Two (2,382) secondary school students for the 2013/2014 academic session. 🌟

Doris Ohia & Amaka Umeugo

NPDC WILL SOON MOVE TO ITS PERMANENT OFFICE ...*Mai-Bornu*

By Goodnews Willie



The former MD, NPDC, Mr. Abubakar Mai-Bornu flanked by the Executive Director Services, Mrs. Oyeyemi Ladipo on his right and the National President, PENGASSAN, Comrade Francis Johnson

The former Managing Director of the Nigerian Petroleum Development Company Limited (NPDC), Mr Abubakar Mai-Bornu has reassured that the company will ensure the speedy completion and movement of its staff to the new NPDC Head Office, on Ogba Road, Benin City.

Mr Mai-Bornu gave the assurance in response to an appeal from

It is not for our own good to continue spending money renovating the temporary office considering the dwindling global oil price

the National President of the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN), Comrade Francis Johnson during the visit of the Union's National Central Working Committee to NPDC.

'We are working on that already. We want to make sure that this happens very soon. A meeting has been set up between NPDC and Engineering and Technical Division (ETD) NNPC so I am hoping that very soon all the issues would be resolved, so that our movement can be effected as soon as the possible, because it is only when people are comfortable that they can be productive'.

Earlier, Comrade Francis Johnson had on behalf of the members of the National Central Working Committee of PENGASSAN implored the NPDC management to expedite action to ensure the movement of Management and staff to the NPDC Permanent Head Office.

"It is good and in our best interest that we move to the Head Office, because it is not for our own good to continue spending money renovating the temporary office considering the dwindling global oil prices whereas we could have used that money on other important things" Comrade Johnson appealed.

The PENGASSAN National President also promised to collaborate and synergize with NPDC management to ensure that the flagship of NNPC realizes its set goals and objectives.

The visit was rounded off with a call by the Executive Director Services, Mrs. Oyeyemi Ladipo for industrial harmony, tolerance and support from all as management drives the change that is being envisaged by all stakeholders.



The singing of the Solidarity Song by the NPDC Management and the PENGASSAN, Central Working Committee