

UNIVERSITY OF CAPE COAST

QUALITY OF WORK LIFE AND ORGANISATIONAL COMMITMENT

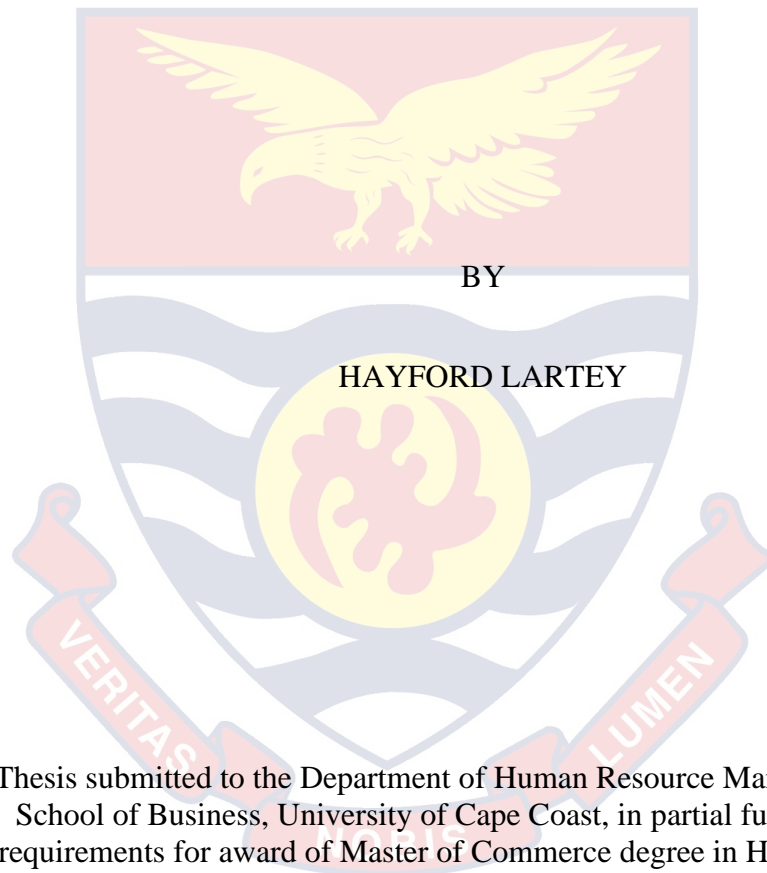
AMONG SENIOR STAFF OF UNIVERSITY OF CAPE COAST



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Thesis submitted to the Department of Human Resource Management of the
School of Business, University of Cape Coast, in partial fulfilment of the
requirements for award of Master of Commerce degree in Human Resource
Management

MARCH, 2021

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature..... Date.....

Name: Hayford Lartey

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of this laid down by the University of Cape Coast.

Principal Supervisor's Signature..... Date.....

Name: Dr. Dr. Felix Kwame Opoku

Co- Supervisor's Signature..... Date.....

Name: Professor Daniel Agyapong

ABSTRACT

It is an undeniable fact that a major part of man's life is spent at the workplace to ensure that organisation's attains their stated goals. The quality of an organisation's human resources and the prevailing working conditions will determine its goals achievement. Workers who are loyal to their organisation usually feel that they have a relationship with their organisation, have the idea that they belong to the organisation and in addition, have the feeling of understanding the aims of the organisation. The study therefore, sought to examine the effect of quality of work life on organisational commitment among senior staff at the Cape Coast University. This research work adopted the descriptive survey design. The lottery method of simple random sampling technique was employed. Data was obtained through the administration of questionnaires using a sample size of 306 senior staff from the University of Cape Coast. The findings revealed a positive and significant relationship between the quality of work life and organisational commitment. Compensation, working environment and development of human capacity has positive influence on commitment of workers. As a recommendation, the University should equally pay attention to the other quality of work life dimensions apart from opportunity for human capacity development. It is also recommended that the University should become more conscious in ensuring adequate and fairness in compensation.

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Finally, my sincere and earnest thankfulness goes to my father and mother; Mr. Kwadwo Lartey and Ms. Rose Gyekyebea Mperere, brothers and sisters as well as friends for your love, help, care and investment in my life.

DEDICATION

To my amazing wife, Salomey Larrey and dear children Rita, Petra,
Prince Michael and Janice.



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CHAPTER ONE

INTRODUCTION

Quality of work life is seen as that sunshine below which workers have the feelings of being completely satisfied with the work setting and give out their wholehearted commitment and support to the leadership of organisations to increase production. (Luthans, 2008). Quality of work life is associated with the provisions of higher-order needs of employees and notwithstanding workers elementary needs. The work environment should be established in a manner that will promote and produce more humane jobs (Luthans, 2008). Employee's commitment is dependent on the favourableness or unfavourableness of the work environment and the treatment managers give to the employees at the work place. Areas included in this chapter are the study background, problem statement, and objectives of the study. It further highlights research hypothesis and organisation of study.

Background to the Study

In the 1990s, an entirely new competitive landscape arose when Prahalad and Hamel (1990) postulated in their study that unlike the product-market strategies which were easily copied by competitors, building a strategy on the basis of an extremely fixed organisational competence can bring about continuous, viable and comparatively unique benefit (Kak & Sushil, 2002). According to Prahalad and Hamel (1990), the processes on which managers build their plans of client receptiveness, novelty, mobility and speediness mainly depended on people. In their famous work entitled "the core competence of the corporation", Prahalad and Hamel (1990) posited that while

managers were measured on their skill to reorganized, reduce and restructure their companies in the past, in the 1990s and beyond, managers would be assessed on their capability to find, develop and look out for the core competencies which promote growth (Prahalad & Hamel, 1990).

Eisenhardt and Martin (2000) confirmed this when they argued that core competencies manifest an organisation's strength to gainfully mix, remake, and discharge internal resources to match or make market changes that enable an organisation to accomplish competitive advantage over rivals. The resource-based view also upholds that employees (internal resources) can perform a significant role in helping companies to accomplish competitive advantage if their resources are valuable, rare, inimitable, and non-substitutable (Muindi & K'Obonyo, 2015). This explains that the internal resources who are the workers in the organisation are precious resources, and have the skills; abilities of helping organisations to achieve competitive advantage.

Therefore, for every Organisation to succeed there is the need to address the employee needs, in areas like quality of work life (Rethinam & Ismail, 2008). Employees often expect various qualities of work life requirements from the workplace such as wage and salary payments, working conditions, working time and issues of health hazards. In addition are financial/non-financial packages and attitude of management behaviours towards these employees (Jabel, 2013). It should be noted that, satisfactory and reasonable compensation, harmless and healthy working condition and opportunity to use and develop human capabilities are some elements of

quality of work life variables that can have consequence on organisational commitment.

The fact is once employees perceived that their pay commensurate the work output and that employees of the same rank are paid equally, they become satisfied hence increasing employee's commitment. Organisational commitment is a key tool that determines organisational success. High organisational commitment is dependent on achieving organisational goals and objectives. High favourable working environment is an essential determinant to win and keep employees in any establishment. Organisation performance can be improved through the development of people, increased co-operation and team work within and across all the levels of the organisation. In addition organisational performance could be improved through quality performance and increased commitment to the values and goals of the organisation.

One notable feature about employees with a lower level of organisational commitment is visibly seen in their slackness and unproductive character at the workplace (Morrow, 1993). Low organisational commitment by employees is reflected in their high turnover intention and real turnover. An organisation that experiences high employee turnover is bedevilled with destruction in the form of direct and indirect cost (Allen & Meyer, 1996). Jebel (2013) conducted a field survey on employees of Ethiopian commercial banks. The aim was to examine if organisation commitment of staff in this bank was affected by quality of work life. Research was a cross-sectional field survey and correlational study. With the use of simple random sampling technique, 240 employees were selected for the study. The findings of the

study indicated that quality of work life has a significant effect on organisational commitment of employees in Commercial Bank of Ethiopia.

Also previous studies carried out by Birjandi, Birjandi and Ataei (2013) looked at the association that can be found within organisational commitment and quality of work life using 256 sample respondents from Darab Cement Company in Iran. The objective of the study was to examine the relationship between the quality of work life and organisational commitment of employees. Research findings indicated a positive and significant relationship between the components of the quality of work life and organisational commitment.

From the appraisal of associated works it was seen that all the works done on the topic of the current study were done outside Ghana. Additionally, the researcher did not find the previous studies using compensation, working environment and human capacity development as the construct for measuring quality of work life. Hence the decision to adopt these variables as measures of quality of work life in this study relative to its specific objectives. Social exchange theory propounded by George Homans in 1961 was adopted for this study. Social exchange theory suggests that human beings are encouraged to work together with another individual in a particular activity if they perceive a favourable benefit from the relationship.

Social exchange involves interchanging of resources, touchable or untouchable less or more satisfying or expensive, amongst two or more people. Social exchange theory is saying that people enter into friendships or associations having at the back of their mind what they will benefit and what will be given up. They do this alongside considering other possibilities (Eagly

& Telaak, 1972). The assumption was that the employer-employee relationship is built on exchanges hence the derivation of the research objectives for the study. The social exchange theory has been reviewed extensive to give meaning to this work. The application of the theory with respect to this study is found on the basis that employees remain and work in organisation once that entity is committed to providing a favourable working environment hence its theoretical contribution to body of knowledge.

Quality of work life is multi-faceted. Different people understand it in diverse ways. Some understand it as the exchange of ideas for remuneration or the participation of workers in taking decisions. Moreover, managers including administrators perceive it as development in the mental and emotional aspects of the work employees does (Davis, 2010). Unions and workers interpret it as enhancing social relationships at the work setting through independent workgroups. Generally, quality of work life refers to “the favourableness or unfavourableness of a job environment for people” (Davis, 2010). It embroils making the workplace human friendly, customizing organisations, restructuring managerial and organisation hierarchy systems. Quality of work life as defined by Morin and Morin (2003 is the effect of the total condition of job that a person performs.

According to Rethinam and Ismail (2008), quality of work life has many dimensions comprising several interconnected variables which require an observant consideration to conceptualise and measure. It includes among others motivation, productivity, job security, health, job satisfaction, job involvement, competence development, safety and well-being, and balance between work and non-work life (Rethinam & Ismail, 2008). Walton (2005)

recommended eight factors through which employees assess their quality of work life: adequate and fair compensation, safe and healthy working condition, an immediate opportunity of use and development of human capacities, the future opportunity for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, the total life space and the social relevance of work life.

Qualities of work life may include among others; opportunity for growth, participative groups, Job security, higher pay, better reward systems, (Jabel, 2013). A greater number of research findings have shown that the above factors affects employee organisational commitment (Ashok & Yatin, 2017; Khan, 2015; Afsar, 2014; Damirchi, Hafezian, Fattahi, Kazemian & Kani, 2014; Birjandi, Birjandi & Ataei, 2013; Jebel, 2013). In organisation behaviour, the utmost and widespread researched topic is Organisational commitment. Mowday, Steers, and Porter (2003) defined organisational commitment as “the extent to which the employee demonstrates a strong desire to remain a member of an organisation, the degree of preparedness to expend a high level of energies for the organisation, the belief and approval of the main goals and values of the organisation”.

According to Allen and Meyer (1990), organisational commitment is mental and emotional state that people have towards the association with their organisation with respect to the possible outcome from the decision to stay in that organisation. Based on the definition, loyal and devoted employees would stay in the organisation as in comparison to the non-committed employees (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Steers (1977) is of the view that the source of organisational commitment might vary from an

individual to another. According to Caldwell (1990), organisational commitment is determined according to the kind of benefits employees receive from their organisations. Organisational commitment is grouped into three (3) as per Allen and Meyer (1990) definition. They are normative, affective and continuance.

According to Meyer and Allen (1991) normatively committed employees have the feelings that they ought to remain with the organisation because of the immense investment the organisation has made on them. The affectively committed employees exhibited some sort of emotional sentiments towards the organisation. They love the organisation and would not be happy to quit the organisation. The continuance committed considers the expenditure that they would incur by leaving the organisation since they have established firmly already here. It should be noted that once workers in every organisation experience the feelings that their establishments have them at heart and shows concern for their wellbeing, commitment of these workers increases (Allen & Meyer, 1991).

It is, therefore, against this background that this study is undertaken. The purpose of this study is to examine how quality of work life affects senior staffs' organisational commitment in Cape Coast University. The study has become necessary because according to Banji and Fombad (2019), employees in the University of Cape Coast are not motivated by the leadership style of management and are therefore less committed to their work and the University at large.

Statement of the Problem

Studies have shown that organisational commitment within public sector organisations is a challenge in Ghana (Oluyinka, Idemudiaa & Desouzab, 2015). As noted by Oluyinka, Idemudiaa and Desouzab (2015), rather than being committed to their work, most public sector employees often idle around, “working lotto numbers, reading newspapers at times that they are expected to be working towards achieving organisational goals, showing apathy or coming late to work without permission”. The government of Ghana has on several occasions embarked on reform strategies aimed at mitigating the low level of commitment among public sector employees through various forum such as the restructuring of Public Services between 1986–1995; and the reforms undertaken by Ghana government in 2007, but the problem persists (Oluyinka, Idemudiaa & Desouzab, 2015; Owusu, 2004).

According to Owusu (2004), employee commitment in government establishments is seen as being lower than the case in private sector organisations, is a wake-up call on Ghanaians as to whether the public sector work environment places more emphasis on the welfare of employees in public institutions in Ghana. Employees expect more than just pay for their work in contemporary Ghanaian situation (Oluyinka, Idemudiaa & Desouzab, 2015; Owusu, 2004). Organisations can improve their employee commitment on the basis of meeting thier essential needs, establishing mutual confidence as well as creating a suitable organisational philosophy (Owusu, 2004).

Organisation commitment can result in several advantages where committed employees are more organised in their duty of work, stay long in the organisation and additionally work more. Improvement in employee

conditions of work will increase their interest and willingness to stay in the organisation as well as effective performance. There are limited studies with respect to relationship amongst commitment and qualities of work life in Ghana. Studies on this topic among senior staff of University of Cape Coast are still very scarce. Therefore, the aim of this study is to find out the relationship between Quality of work life and organisational commitment of employees of University of Cape Coast and fill the vacuum that currently exists. It is of no doubt that quality of work life plays a significant role in enhancing organisational commitment of employees.

The University of Cape Coast has undergone a significant structural change out of which the administrative, academic and other analogous senior staff performs a large number of responsibilities, thereby putting more workload and new stresses on these staff of the University. To meet their job demands, most of these employees have to do extra work without extra pay (Banji & Fombad, 2019; Obese, 2010). The senior staff who worked at the various sections, units and departments that use raw chemicals claim that they are exposed to harmful substances which can adversely affect their health (Banji & Fombad, 2019).

Those staff at all the technical and engineering shops also complain of being exposed to health hazards as they do not have enough protective gears to wear. It is also reported by Altbach (2003) that senior staffs are rarely involved in institutional governance and the independence to develop their academic careers appears to be constrained and limited. All these show that the value employers place on employees' wellbeing in the University of Cape Coast is worrisome. As noted by Obese (2010), most job-related ailment

within the Cape Coast University has been experienced due to the type or nature of job employees perform and surroundings of this work. The result of work related sicknesses have denied the University a significant number of working days a year.

However, the University of Cape Coast has done a lot on employee's quality of work life with respect to their commitment in areas of remuneration and employee retention, reduced work-related stress, organised organisational healthiness programs for staff, recognition of staff achievement by institution of various annual awards schemes for deserving staff. In spite of what the University of Cape Coast has done, there is still more to be done in areas such as improving organisations' conversation with staff, strengthening family friendly programs, strengthening accessibility of internet to staff, hold education programs on how to invest, empowering supervisors and team leaders with the requisite skills, knowledge to work effectively.

Purpose of the Study

The study's main purpose was to investigate effect of quality of work life on organisational commitment amongst University of Cape Coast senior staff.

Objectives of the Study

The following specific objectives were formulated to guide the study:

1. Assess what constitute quality of work life among senior staff of University of Cape Coast

2. Examine the senior staff organisational commitment level in the University
3. Analyse effect of quality of work life on organisational commitment among the senior staff of the of University of Cape Coast

Research Questions

1. What is the state of the quality of work life among Cape Coast University Senior Staff
2. What is the level of organisational commitment among senior staff of the University of Cape Coast?
3. What is the effect of quality of work life on organisational commitment among senior staff of the University of Cape Coast?

Research Hypotheses

H0: Quality of work life has no positive significant effect on organisational commitment.

H1: Quality of work life has a positive significant effect on organisational commitment.

Significance of the Study

This study could be so beneficial to management and employees of various universities and other institutions in understanding quality of work life and its effect on organisational commitment of employees and the emerging issues in human resource management. Findings from the study would assist organisations in proper decision taking. It will help in ascertaining problems

that exists in organisations and ways and means of solving this matters to bring staff commitments to their organisation.

Social exchange theory which emphasise on reciprocity provides the theoretical understanding and contribution by telling employers that the employee-employer association is embedded on the premise of give and take affairs. Policy makers like Government, Heads of public and private institutions, after reading through this study will be motivated to understand the need to improve the wellbeing of their workers. This will enhance productivity and commitment. Researchers and Academicians will benefit from this study since it will serve as a secondary source of data on electronic storage and libraries for ease of references.

Delimitations

The study is conducted within the framework of examining the effect of quality of work life on organisational commitment. As rightly stated by Loscocco and Roschelle (1991), several writers and scholars are of the opinion that quality of work life has variant dimensions and to conceptualise these dimensions is challenging. This research work focuses on three dimensions (compensation, working environment and development of human capabilities) of quality of work life as proposed by Walton (1974) model. The study also delimits itself to the University of Cape Coast, and it does not focus on other sister universities. Furthermore, within the University of Cape Coast, only senior staff were the targeted population.

Limitations

The unwillingness of respondents to accept questionnaires and answer was a challenge for the study. Even those respondents who accepted the questionnaire left some of the questions unanswered. The questionnaire was designed on the Likert style and therefore did not give the senior staff an opportunity of expressing themselves fully. It will therefore make generalisation difficult. Also, only senior staff of the University has been included in this study. Therefore, all categories of staff within the University could be considered for any similar and future study. In addition, the listed variables of quality of work life is not all the available variables affecting organisational commitment, hence, the other variables should also be considered for future research.

Organisation of the Study

This research work is organised as follows: background and problem statement, study objectives, and a set of research questions among others constitute chapter 1. Review of related literature which presents the concepts and theories underlying organisational commitment and quality of worklife. Chapter 2 is further divided into the theoretical, conceptual and empirical review of relevant literature for the study. The conceptual framework is also provided in this chapter. Chapter 3, the methodology – presents the methodological framework adopted. Chapter 4, the results and discussions - findings from gathered data from senior staffs. In contrast, chapter five draws together all aspects of this research in a concise manner. It also explores the

possibility of extending this research in the future. At the end of the report are the bibliography and appendices.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This section covers three areas. The first area is on the theoretical literature. Topics covered include the social exchange theory, elements of the theory, social norms and rules, resources of exchange and critic of the theory. The second part reviews the major constructs in the study. The two main concepts – commitment and quality of work life are reviewed. The last part concentrates on the empirical studies. Many journal articles similar to the topic of this study have been reviewed. The chapter ends with a conceptual framework. Some major lessons learnt from the review of the literature are also presented in this chapter.

Theoretical Review

The main theory underlying the study is the social exchange theory. This theory is relevant for the study because employee commitment is dependent on the good treatment managers give to employees. This may include paying employees' better compensation, ensuring conducive working environment as well as opportunity for human capacity development.

The Social Exchange Theory

Social exchange theory is a value expectancy theory, involving a balance between individual expectations regarding the outcomes of performing an action as well as their subjective values or rewards about those outcomes. Homans (1961) originally propounded the theory. Social exchange

theory put forward the idea that people are encouraged to interrelate and cooperate with other persons if they believe their relations will end in helpful and beneficial exchanges. (Prizer, Gay & Perkins, 2017).

According to Eagly and Telaak (1972), social exchange theory suggests that people hold in high esteem relations or association by comparing the benefits one will derived or the costs one will expend. As we weigh up the possible benefits against the cost from our relationships, we choose to retain and cultivate on relationships which have high score of benefits and bring to an end relations which have low benefits. Homans (1961) defined social exchange as “the exchange of activity, tangible or intangible and more or less rewarding or costly, between at least two people”.

Elements of the Social Exchange Theory

Homans (1961) identified some elements as the main underlying tenets of his theory of social exchange. These elements have been explained in this section. The first element is reward and value of a reward. Homans explanation of this element was based on his knowledge and ideas from economics. According to George Homans, "value of a reward" determines how a reward is precious to diverse people. For instance, Paying one hundred Ghana Cedis (GHS 100.00) to a homeless person is more valuable to him/her than to someone one who can make ends meet (Redmond, 2015; Homans, 1961).

Social Reward is another element of the social exchange theory. This reward comes in the form of a person’s ability to deal with other person’s. that is, when you are appreciated, generally when people accept you, when you are

nice-looking to others, or other people approving of your ideas, opinions and decisions. Examples of social rewards are fulfillment, approval, and pleasure. Social reward has a distinctive feature of being non-negotiable (Redmond 2015; Thibaut & Kelley, 1959; Blau, 1964).

Cost is the third element of social exchange theory. Cost is anything that is valuable to an individual but chooses to surrender it for an alternate benefit. We consider money to be the best prominent “cost” which is tradeoff for other goods and services. We sometimes spend our energy, skills and time for money (Redmond, 2015). We normally choose to go to church and worship God, Listen to the word of God than being at home to stay glued to our television sets. Profit is another element of social exchange theory. Homans (1961) presented a simple economic definition for Profit as Reward minus Cost.

Rules and Norms of Exchange in the Exchange Theory

Homans (1961) identified some types of rules and norms in the social exchange theory. The key and basic tenets of social exchange theory, as discussed in the preceding paragraphs, is that relationships develop into believing, faithful, and mutual commitments. This is achieved as both individuals adhering to specific "rules" of exchange. These rules of exchange form a "normative definition of the situation that forms among or is adopted by the participants in an exchange relation" (Emerson, 1976). Therefore, rules and norms of exchange are "the guidelines" of give-and-take processes. There are two types of rules and norms guiding the social exchange theory.

The first rule is reciprocity. It should be noted that the best known exchange rule is that of repayment in kind or reciprocity. Reciprocal exchanges begin when one person does something to the advantage of another person without a preconceived mind of expecting the second party to pay back in a foreseeable future. However, once the second party responds by doing something in return to profit the first party, we say reciprocal interactions have taken place. It could develop into relationships which may be continuous (Molm, Takahashi & Peterson, 2000).

Negotiated rule is the second rule in social exchange theory. This is where parties enter into a deliberate bargaining agreement on what each party is going to render to one another. This type of agreement (negotiated rule) is more open and plain to parties involved. All obligations and responsibilities of persons concerned are clearly spelt out and have been well agreed. Negotiated agreements could last for a long period of time or short period. This agreement could be binding or not binding through contractual or legal undertakings. This type of agreement is applicable in all forms of employer-employee relations (Cropanzano & Mitchell, 2005).

The Resources of Exchange and Social Exchange Relationships

Foa and Foa's (1980) identified six types of resources of exchange in the social exchange theory. The resources of exchange include love, status, information, money, goods, and services. Once employers meet the needs of their employees and these workers are fully satisfied, they feel like the organisation is for them. These perceptions from the employees result into a deeper relations. These relationships result in efficient and effective work

behaviour and positive employee attitudes (Blau, 1964). Practically, this is seen from employees' dealings with their immediate supervisor, colleagues, employing organisations, customers and suppliers (Cropanzano & Mitchell, 2005). These unique relations have consequences of determining employee's behaviour. Individuals form social exchange relationships to the extent that they receive valuable benefits and that these benefits are assigned in a fair manner (Haar, 2006; Cropanzano, Rupp & Bryne, 2003).

Critique of Social Exchange Theory

The theory has been criticised in various grounds and by multiple scholars. Miller (2005) criticised the social exchange theory on the basis that economic assumptions have been used to explain that human relations are based on a calculated and rational processes. In addition, she said the theory was propounded at a time when the economy was in support of freedom of expression of ideas and openness between 1970 and 1980. She was of the view that sometimes other variables may be the greatest option in relationship than openness. Miller (2005) suggested that the ultimate aim of relationship is not always intimacy as the theory suggests but fulfilling employees expectations. She continued by saying that the theory places relationships in a lined structure when some relationships might avoid steps or go backwards in terms of affection.

Alternatively, one of the areas of the social exchange theory weaknesses as identified by Cropanzano and Mitchell (2005) was the inadequate literature and information on studies of the exchange rules. Reciprocity is an important exchange rule deliberated in the study,

notwithstanding, Cropanzano and Mitchell was of the opinion that the theory would be better understood if more research programs discussed a variety of exchange rules such as altruism, group gain, status consistency and competition. Although the norm of reciprocity is believed to be universal, its application varies from culture to culture, mainly because of the way people of different cultures attach value to what they do or what is happening to them. At the organisational level, organisational cultures differ from one sector to another in terms of policies, goals and processes for achieving set goals.

Conceptual Review

This section provides information relating to the various concepts used in the study. Specifically, this part explains the concepts, and contextualises them, given cognisance to their dimensions and empirical inter-linkages. The major concepts are the quality of work life and organisational commitment.

Quality of Work Life

According to Sirgy, Reilly, Wu and Efraty (2012), quality of work life is "a construct which deals with the well-being of employees". They further defined quality of work life as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace". From the preceding discussions individuals' needs can be classified into health and safety needs, economic and family needs, social needs, esteem needs, actualisation needs and knowledge needs stemming from employee's involvement and participation in his/her place of work. It is described as awareness that a worker has towards the working environment

he/she finds himself/herself that is suitable and meets a wide range of their wellbeing (Koonmee, Singhapakdi, Virakul & Leel, 2010).

Koonmee, Singhapakdi, Virakul and Lee (2010) and Kaushik and Tonk (2008) also describe quality of work life as the perception to which the work environment, work experiences, and work rewards meet the full range of employees' needs as determined by the interaction of personal and situational factors. Employees desire pleasant working conditions, participation in decisions that has an impact on their jobs and valuable support facilities such as day care centres for their children. Employee's expectations have put additional pressures on organisations and affect their ability to compete effectively in the labour market (Hellriegel & Slocum, 2005). Organisations that place great value on quality of work life remain firm in attracting and retaining employees.

Quality of work life similarly emphasises an organisation's capability to satisfying people's' essential needs through experiences. Therefore, quality of work life is the satisfaction level of an employee towards their job, which supported by basic needs and moral support by the organisation. It also provides an opportunity for an organisation to endure growth and development. Carrying out training sessions for employees will enhance job satisfaction. Other than that, job satisfaction will improve when the work environment is conducive and congenial (Bindu & Yashika, 2014).

Dimensions of Quality of Work Life

Quality of work life has several dimensions. However, in a study conducted by Parvar, Allameh and Ansari (2013) the construct was said to

have eight dimensions, including adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, constitutionalism, social integration and social relevance. For this study, however, three dimensions including; adequate and fair compensation, safe and healthy environment and development of human capabilities will be considered for measuring the quality of work life based on Walton (1974) model.

Compensation comprises the sum of money employees receive for their mental or physical work or both. According to social criteria, the volume of work and similar jobs are fundamental to the quality of work life (Walton, 2005). Human beings work for livelihood. Therefore, success rests upon fulfilment of this. There should be a uniform or consistent payment guideline for employees to follow for registered social employees. Employees perceive the high quality of work life jobs to have excellent benefits, pay well, provide assistance for planning their career and exist in a work environment and context that they perceive as fair (Huang, Lawler, & Lei, 2007).

According to Thurman (1977), unsafe or dangerous working conditions cause problems to both employers and employees. There may be little advantage to the employer in the short term, but in medium and long terms, it adversely affects productivity. Healthy working condition is a panacea for employees to work in a free work environment devoid of anything that will lead to work place injury, accidents and death. Every organisation should strive to ensure that its work setting and jobs workers perform has less risk of causing harm rather promoting wellbeing of workers.

Another variable of quality of work life is an immediate opportunity to use and development of human capacities. One way to improve quality of work life is to ensure that workers are at liberty to use their mental intelligence to work. Employers should help their staff improve and upgrade their knowledge and skills by giving them opportunity to learn. Learning opportunities and skill discretion have also proven to have a positive influence on job satisfaction and reduced job stress, which will lead to a better quality of work life. The opportunity to deploy and the use of skills are associated with learning mechanisms.

From the literature reviewed the researcher realised that most of the works done on commitment vis-a-vis qualities of work life were outside Ghana. Additionally, researcher did not find the previous studies using compensation, working environment and opportunity for human capacity development as the construct for measuring quality of work life. Therefore the decision to adopt these variables as measures of quality of work life in this study as evidenced in the following reviewed literature of quality of work life and organisational commitment.

Daud (2010) embarked on a study in local public University, using quality of work life as independent variable including: participation, growth and development, physical environment and pay were measured against organisational commitment variables: affective, continuance and normative. The study confirmed that participation and growth affect affective and normative commitment, where as physical environment and pay affects continuance commitment. Jebel (2013) examined the relationship between quality of work life and organisational commitment of employees in

Commercial Bank of Ethiopia. The research was a cross-sectional field survey and correlational study. With the use of simple random sampling technique, 240 employees were selected for the study. The findings indicated that quality of work life has a significant effect on organisational commitment of employees in Commercial Bank of Ethiopia.

Defining Organisational Commitment

Organisational commitment can be identified in diverse ways and has the ability to enhance institutional efficiency and effectiveness as well as employee wellbeing. Simone (2003) defined organisational commitment as an employee's level of identification and involvement in the organisation. It is the extent that an individual accepts, internalises, and views his or her role based on organisational values and goals (Johns, 2005). Mowday, Steers, and Porter (2003), described organisational commitment in three different ways. That is (1) a resilient confidence in and recognition of a corporation's goals and values, (b) the preparedness to exercise extensive strength on behalf of the organisation and (c) a sturdy aspiration to continue to be a member in the organisation.

Similarly, O'Reilly, Chatman, and Caldwell (1991) defined organisational commitment as "an individual's psychological bond to the organisation, including a sense of job involvement, loyalty, and belief in the values of the organisation". Organisational commitment is a force that binds an individual to a course of action of relevance to one or more targets. It is also "the relative strength of an individual's identification with and involvement in the organisation" (Arnold, 2005). Furthermore, Miller (2004)

perceives it as “a state in which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation”. Organisational commitment increases when employees have the perception that the establishment is fully implementing certain policies that will inure to their benefit and wellbeing. Some of the policies may be paying better remunerations, ensuring employees work in safe environment and others.

Dimensions of Organisational Commitment

Meyer and Allen (1991) grouped organisational commitment into three classes; affective, continuance, and normative. Affective organisational commitment refers to employees continuous working relations with their organisations because of their deepest love, passions and interest in the organisation. Members who are committed to an affective level stay with the organisation because their understanding of the employment relationship is compatible to the aims and standards of the organisation (Beck & Wilson, 2000).

According to Meyer and Allen (1997) work experience was the best predictor of organisational commitment. Meyer and Allen (1997) also reported that affective commitment is exhibited in employee’s performance of job and attitude to work. Affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability. The second type of organisational commitment is continuance commitment. Continuance organisational

commitment refers to the awareness of cost associated with leaving the organisations (Meyer & Allen, 1997). Employees with a strong continuance commitment have the reasons of how detrimental and harmful leaving the organisation would cost them in areas like inability to easily get employment and loss of money to save..

The final type of organisational commitment is normative commitment. This reflects a feeling of responsibility and certain norms to carry on employment (Meyer & Allen, 1997). An employee with a strong normative organisational commitment feels he or she has a moral obligation to stay in the organisation. This is because employees have the feeling and conviction that their organisations have incurred huge debt and expenditure by developing them. Therefore it will be morally and ethically wrong on their part to leave the organisation (Schneider, 2003).

Empirical Review

This part presents analysis of related works on the topic of this study by similar writers. Jebel (2013) embarked on fieldwork in relation to employee commitment and Ethiopia Commercial Bank. The research was a cross-sectional field survey and correlational study. With the use of simple random sampling technique, 240 employees were selected for the study. The standardised questions of Walton (1974) and Allen & Meyer's (1990) were adapted for undertaking this study. Questionnaires were distributed to 240 employees, but, 200 respondents filled and replied were found valid for analysis. Spearman correlation and Ordinal logistic Regression were used to analyse the gathered data. The outcome of the research indicated that quality

of work life has a significant effect on organisational commitment among employees of Commercial Bank in Ethiopia.

Birjandi, Birjandi and Ataei (2013) also surveyed the association between quality of work life and organisational commitment using a sample of 256 respondents from Darab Cement Company in Iran. The survey aimed at assessing the link amongst variables of work life quality like payment, working environment, growth opportunity and security, observance of law, social union and organisational commitment of employees. The study adopted a descriptive survey and analysed the data using Pearson correlation. The research results showed a significant positive association between the variables of quality of work life and organisational commitment.

In a study conducted by Afsar (2014) to (i) examining impact of the qualities of worklife on organisational commitment, and (ii) determining how these factors; salary, academic title, years spent in an organisation, employment type, and demographic characteristics (gender, age, marital status) have impacted organisational commitment. The study results revealed that quality of work life has significant positive effect on organisation commitment. Damirchi, Hafezian, Fattahi, Kazemian and Kani (2014) also examined the association between occupational life quality and employee's commitment in a health centre at Sari. Data were collected with Questionnaires and analysed through the use of Pearson Correlation. Findings from the study revealed that, there was a significant relationship between the two variables.

Another study carried out by Khan (2015) to examine whether there was association concerning commitment and qualities of worklife among

clerical staff of Aligarh Muslim University, India. Data was collected from 100 participants, including 50 each from male and female staff through convenience sampling technique throughout different departments, sections, units in the University. Data analyses were done by using Regression module and Pearson Product Moment Correlation. The outcome of the research indicated a significant positive relationship between quality of work life and organisational commitment of clerical staff.

Ashok and Yatin (2017) carried a study to examined satisfaction of work and worklife qualities on telephonists and medical records employees at a teaching hospital in North India. Sample sizes of 127 respondents were chosen for the study through a cross-sectional survey. Self-administered and semi-close-ended questionnaires were used to collect respondents' responses. A significant positive relationship was observed between Job satisfactions and quality of work life. The findings indicate that an individual job satisfaction does not depend on either the person being permanent or contractual employee but depends on the availability of suitable working conditions devoid of job stress.

Again Jiang, Lambert, Liu, Kelly and Zhang (2017) conducted an empirical study on the effects of work environment variables on organisational commitment of Chinese prison staff, China. Organisational commitment was measured by affective commitment and personal (gender, age, and educational level, nature of job and organisational variables with sample size of 322 employees in two different prisons in southern China. Results from the ordinary least squares regression showed that work environments influences

organisational commitments either positively or negatively depending on the prevailing conditions at the time.

On Risla and Ithrees (2018) study on the same topic emphasising on Department of Community based Corrections. Independent variable of this research was quality of work with employee commitment as dependent variable. Primary data was collected through the use of structured questionnaires. Data analysis was carried out through descriptive statistics, correlation and regression analyses. The results indicated quality of work life accounting for 76.6% significant moderate improvement in organisational commitment. A unit variance in quality of work life causes 0.716 variances in organisational commitment.

On the individual construct level, adequate income and fair compensation accounted for a statistically significant substantial variance in organisational commitment, safe and healthy working conditions accounted for a statistically significant moderate variance in organisational commitment. In contrast, the opportunity for continued growth and security accounted for a statistically significant average change in organisational commitment. Similarly, social integration and constitutionalism were adjudged significant positive predictors of organisational commitment.

In their empirical study, Al-Shawabkeh and Hijjawi (2018) examined the effect of quality of work life on organisational performance of private Jordanian Universities. Targeted population included eight private universities with an estimated 202 top-level and middle-level managers. Proportional stratified sampling technique was employed to handpick 126 respondents from the targeted universities. A structured questionnaire (5-point Likert scale) was

used for the primary data collection. The scales for measuring the constructs were adapted from the existing empirical literature review.

Findings from the multiple regression conducted discovered that quality of work life accounted for 73.5% significant variance in organisational performance in private Jordan Universities. Structural dimensions, managerial dimensions and social dimensions were significant positive predictors of organisational performance. From the perspective of finance, the research attested that quality of work life accounted for a statistically significant positive variance (67.9%) in financial performance, accounted for 50.3% significant positive variance in customer performance, accounted for 60.3% significant positive variance in internal business process performance and 63.8% significant positive variance in learning and growth performance.

Sahni (2019) embarked on research to assess how quality of work life plays in determining employee engagement and organisational commitment in the telecommunication industry in Saudi Arabia. The research study adopted the cross-sectional survey design, backed by quantitative research approach. Opinions and attitudes of the respondents on the items measuring the subscales were measured with a 5-point Likert scale. A structured questionnaire was used to collect the primary data between January-April, 2018. Six hundred (600) employees were surveyed, but 312 fully completed questionnaires were retrieved for data analysis. Data was analysed through the use of Structural equation modelling and descriptive statistics with regard to stated hypotheses.

The results show large companies had greater levels of quality of work life compared to small-scale companies. 70% of the respondents held the view

that Telecommunication Company's uphold better work life for its workers. There was a significant and positive correlation in between the variables but organisational commitment was stronger than that of quality of work life and employee engagement. Quality of work life accounted for 62.5% positive variance in organisational commitment.

Diana, Emur and Sridadi (2020), examined how quality of worklife affected commitment amongst Jakarta Hospitals nurses. Multi-stage data collection exercise was carried out through observation, interview questionnaire administration and documentation. Three hundred and sixty eight (368) nurses constituted the sample size. The scales for the measurement of the constructs were adopted from empirically validated sources. Five (5) point Likert scale was adopted in measuring attitudes and thoughts of the respondents on the items that were contained in each of the sub-scales.

Multiple regression analysis was performed in order to evaluate nurses' responses from the survey. The results proved that nurses' commitment was predicted by qualities of work life factors. It further showed that quality of work life accounted for a statistically significant positive variance in satisfaction of job, given its relevant statistically significant positive contribution. Job satisfaction also predicted a statistically significant positive variance in organisational commitment. Job satisfaction entirely intervene the significant predictive association between quality of work life and organisational commitment.

Lessons Learnt from Review Literature

From the above discussion, it is clear that although there have been many important studies on the topic of this study, only little has been done in Ghana. Thus, studies in these areas were done outside the educational sector of Ghana. Quality of work life and commitment was most of the topics the study focused on in both private and public universities as well as prisons service outside Ghana. The studies also used non-self-administered questionnaires to gather data in most cases. Survey type of study through online distribution of questionnaires to respondents was also used. The sampling methods used to determine the sample sizes from all the studies were based on the Krejcie and Morgan table, as mentioned by Sekaran and Bougie (2010).

It was revealed from the empirical study that Quality of Work Life, which is the independent variable proportionally, influences organisational commitment. Also, most of the studies failed to present conceptual frameworks to show a pictorial presentation of their ideas. The study also showed that organisational commitment in both public and private sectors could be enhanced if management continuously engaged and constantly keep employees active in their daily work schedules.

All the empirical studies revealed that quality of work life has significant positive effect or influence on employees' organisational commitment levels. Since employees work for a living, any factor that will enhance his/her wellbeing is considered appropriate. Both state and private employees have similar needs and therefore any organisation that try to work to help these workers achieve their needs will go a long way to remain faithful towards the achievements of their organisational goals. It could also be seen

from the reviewed literature that all the studies conducted by various researchers used the descriptive statistics to present their results where there was no hypothesis formulated for the study.

Alternatively, studies with hypothesis used the descriptive and inferential statistical tools to interpret and present their findings. From the literature reviewed none of the writers was able to specify how they managed to arrive at selecting the sample size for their studies. Most of the studies too failed to explain some technical terms in their article abstract. It was also learnt that as organisations spent a lot resources on their staff to acquire the requisite skills, knowledge and abilities and experiences, it will be very difficult for those staff to turn their back to their organisation. They will most of the time remain loyal and committed to achieving their personal and organisational goals. Conclusively, the empirical study of all the articles read revealed that the constituents of quality of work life affect employees' organisational commitment.

Conceptual Framework

Conceptual framework involves the arrangements of the researchers constructs used in his/hers study as independent and dependents variables (Camp, 2001). It could be a mathematical equation or pictorial representations of his ideas from the variables used in the study. It is the association of the ideas, experimental investigation and key theories employed in supporting the information provided by the researcher (Peshkin, 1993). Based on these ideas, the conceptual frame work (figure 1) was developed for the study. The framework depicts that quality of work life is the independent variable (with

sub-constructs including compensation, working environments and development of human capacity because the study proposes that changes in scores for this construct cause changes in organisational commitment.

The framework also shows that working environment influences organisational commitment. Thus, if the University would provide a good and better place of work devoid of accidents, injury, and in addition to not exposing its staff to health hazards, then employee's commitment would increase. The relationship between the social exchange theory and the conceptual framework was that the employer and employee relations involve some sorts of exchanges in the form of reciprocity or negotiated interchanges. According to (Haar, 2006), individuals enter into social exchange relationships with the assumptions of getting benefits that are beneficial to each of the party and these benefits should be dispensed in a manner that is fair.

Employees will put up inimical, negative work behaviours when they perceive a distressful and adverse work environment. In contrast, employees who recognise that their organisational working environment is stimulating, conducive and positive turn to reciprocate with well-behaved and positive attitude. This means the kind of services the institution would offer to its staff would depend on their degree of satisfaction which will intend determine their commitment. (Cropanzano, Rupp & Bryne, 2003). This indicates that employees who are contented and pleased with quality of work life factors like adequate pay, recognitions, secure working environment and opportunity for development are expected to give in return positive work behaviours, hence being committed to the organisation (Crede, Chernyshenko, Stark, Dalal, & Bashshur, 2007).

Employees' commitment could either be affective where they are passionately and sensitively glued to the organisation and having expressed the interest to remain as a member. Commitment could also be continuance as shown in figure 1 where employees consider the prize and unforeseen circumstances involved in leaving the establishment. Finally employees' commitment could be normative where they have the ethical responsibility to stay in the organisation as loyal members of that establishment as a result of internal normative pressures.

It should be recalled that once employees have the tendency to deploy and use their knowledge and skills, have substantial autonomy and ability to improve themselves, then they will be more committed to their organisation. The model in figure 1 has given an overview of organisational commitment by bringing together the important constructs of the two variables. The model suggests compensation in the form of wages and salary, recognitions, overtime payment; secure working environment, reasonable hours of work and the opportunity for human development will contribute to organisational commitment.

Summary of Chapter

The emphasis was on review of similar works done by other writers focusing on the constructs of the study. It began with a theoretical review, followed by detailed explanations of all major concepts used in the study. Finally conceptual framework was carved for the study which was founded on the literature review and theoretic assumptions.

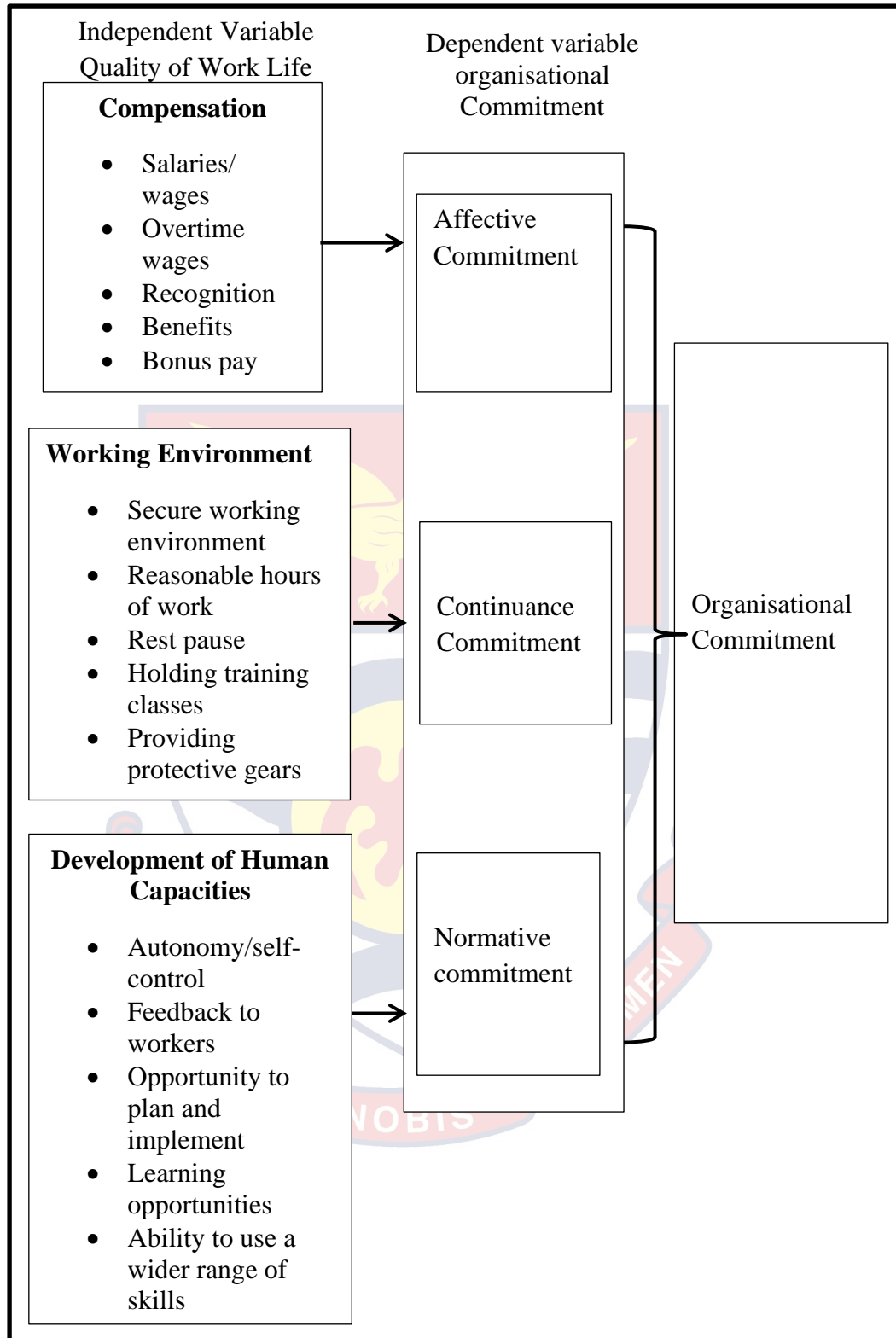


Figure 1: The study's Conceptual framework

Source: Author's own Construct (2018)

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter provides information concerning methodological approach used in conducting this empirical study. It focused on topics such as data collection procedures, study area, research design and research instrument among others.

Research Approach

According to Yates (2004), researchers adopt two (2) key approaches in carrying out their investigations. These include qualitative and quantitative research approaches. Quantitative research has been defined by Burns and Grove (2005) as methodical procedure researchers used to describe and test the associations between variables. Quantitative approach uses objective and formal procedures to explain relationships. It examines cause and effect relations amongst variables and the natural sciences use this approach a lot. All quantitative research variables could be measured numerically. Quantitative research approaches always have a hypothetical statement which could be seen as logical about an expectation of an outcome. This expectation from the hypothesis could lead to either accepting or rejecting the theoretic proposal (Elabi, Irani & Love, 2002).

The study measured the constructs numerically (through nominal, ordinal, interview and ratio scales) and subjected the specific research objectives or hypotheses to statistical manipulations to reject or confirm the proposed hypotheses (Eisend & Kuss, 2019). Again, the use of quantitative

research approach is supported by numerical nature of the data collected (Kumar, 2019), theoretical inferences, nature of research design (Viotti & Kauppi, 2019) and design of data collection instrument (Cerri, Thøgersen, & Testa, 2019). Quantitative research technique is employed for this research work, given the circumstances and interactions among the variables examined as well as the need to test hypotheses.

Research Design

The study employed explanatory research design to assess how quality of work life affects employees' commitment in University of Cape Coast. Explanatory research design is a typical predictive-oriented experimental study where changes in some phenomenon are attributed to changes in another phenomenon (Potwarka, Snelgrove, Drewery, Bakhsh & Wood, 2019). Thus, the proposition that changes in commitment amongst the senior staff of University of Cape Coast would be induced by changes in quality of worklife is true. Since the study by nature is quantitative, it became necessary for the constructs to be numerically measured as to facilitate their subjecting to statistical manipulation through the multiple regression analysis. It should be noted that organisational commitment was the dependent variable whereas quality of work life was the independent variable in this research. Explanatory studies present hypotheses as specified in respect of their nature, strength and direction of relationships existing between or among variables or constructs being studied (Viotti & Kauppi, 2019).

Study Area

University of Cape Coast was selected for this study. The University is a prestigious public collegiate research university. The University was established in 1962 out of a dire need for highly qualified and skilled manpower in education. Current the University has 5 colleges, 8 schools, and 6 faculties. There are two (2) main types of employees in the University. Those in academic whose job schedule is to provide teaching and research to the students. The non-academic are those staff who provide administrative and support services to the entire University community. The University of Cape Coast was selected for this study because it is one of the institutions in the country where employees seem to always complain about their quality of work life (Mohammadi & Karupiah, 2019; Obese, 2010). Again, the study area is convenient to the researcher and is also possible to access relevant data.

Population

Senior staff of the University was targeted population in this study. Senior staffs are the middle manpower employees of the University with administrative or analogous rankings. This category of staff includes employees with higher national diplomas, first degrees and individuals with recognisable certificates who with years of service have risen through the ranks to the designation of senior staff. As at the time of the study, there were one thousand, five hundred and eighteen (1,518) senior staff comprising (28.81%) of the entire employees with nine hundred and thirty-one (931) males (61.33%) and five hundred and eighty-seven (587) females (38.67%)

(Directorate of Human Resource, University of Cape Coast, 2017). The population excluded all other categories of staff of the University of Cape.

Sampling Procedure

In accordance to Krejcie and Morgan (1970) sample size determination chart, with an overall senior staff population of 1,518, a sample size of 306 was required as per the sample size table. Sampling procedure used in this study was the simple random technique. The sampling procedure is the method used in the selection of members into the sample. Therefore, out of the one thousand, five hundred and eighteen (1,518) senior staff of the University, a representative sample was drawn for the study.

Simple random sampling method was used to select members into the sample from the population. Specifically, the lottery method was used to select the respondents to make up the sample size. With the lottery method, every member was assigned a unique number. These numbers were put in a jar and thoroughly mixed. After that, the researcher picked some numbers randomly, and people bearing those numbers were included in the study. This method enhanced the reliability and validity of the study and gave equal opportunity to every member of being selected.

Data Collection Instruments

Data was gathered through the use of well-structured questionnaires. All respondents were limited to answer close-ended questions. The questionnaire was chosen because according to Punch, (2005) questionnaires are dependable, consistent and valid instruments which could produce

concrete responses from greater proportion of the populace. In addition, it is less costly, easily to use and can provide the right and correct information in meeting its intended purposes. The total questions on the questionnaire were thirty one (31). These were further categorised into three (3) parts or sections including part-A, part-B and part-C. Part A contained five (5) statements indicating demographic information about respondents. Part B comprised three subsections (I, II, III), which measured the various dimensions of quality work life. BI- assessed compensation, BII- measured working environment and BIII- assessed development of human capacities. Part C contained an 8-item scale that solicited information on organisational commitment. The variables were measured with likert scale.

Pre-Test

In academic research, it is essential to test for the validity and reliability of the instrument used—the validity of an instrument guarantees that the variables used in the study are adequately measured. Experiment of research instruments were undertaken to improve survey questionnaire using the senior staff of the Cape Coast Technical University. This Technical University was chosen because senior staff in that University possessed similar features and performed the same task as those at the University of Cape Coast. Pilot testing allowed the study to get ideas and some evaluation of the questionnaire strength and how trustworthiness or correctness is the data collected. In all fifteen (15) questionnaires were sent out to the staff for administration. Fifteen staff who was randomly selected for the pre-test justifies the saying by Saunders, Lewis, and Thornhill (2009). They said a

minimum of ten (10) questionnaires is enough for most students' pilot studies and it is enough to take account of any significant difference in the population.

The reliability test was obtained through the means of measuring the internal consistency of the instrument of data collection using a reliability coefficient obtained by means of Cronbach's alpha. The value of Cronbach's alpha (α) ranges from 0 to 1, and the closer the value of α to 1, the higher the reliability. According to Pallant (2005), a reliability coefficient of .70 or more is considered reliable. The results of the pre-testing are shown in Table 1.

Table 1- Reliability Analysis of Constructs

Constructs	Cronbach's Alpha	No. of items
Compensation	0.784	6
Working condition	0.741	6
Development of human capacities	0.867	6
Organisational commitment	0.774	8

Source: Field Survey (2018)

From Table 1, the value of coefficient alpha for development of human capacities was the highest (0.867) exceeding the original alpha value of 0.70 as proposed by Pallant (2005). The coefficient alpha values for compensation and organisational commitment were 0.784 and 0.774, respectively. Working condition had the least alpha value of 0.741. Hence, the Cronbach's alpha in Table signifies that all the constructs are reliable and can be used in this study. There were no changes made to the final research instruments for the main field survey work at the University of Cape Coast. This happened as a result of the feedback obtained from the pre-test exercise conducted. All the coefficient

alpha values for the dependent and independent variables exceed 0.70, confirming that all the instruments were good for the main fieldwork.

Data Collection Procedures

Individuals were randomly chosen from colleges, department, schools, sections, halls and Units of the University. These individuals were given out questionnaires to answer at their own convenience. Information gathered from the questionnaires was used as the primary source of data for the study. Because the selected halls and departments were easily accessible, copies of the questionnaires were distributed to staff representatives to be delivered to the respondents. Letter of introduction was sent to all heads of units to acquaint myself and to further explain the purpose and genuineness for the study. The validated and pre-tested questionnaires were delivered to respondents. Questionnaires were given only to staff that were at post during the days of the distribution exercise.

Respondents were given the assurance of keeping their identity secret and that all information given shall be treated as confidential. They were also assured that no information that will be given would be divulged out. The exercise was for pure academic purposes. The collection of information from staff lasted a period of four weeks. This was because you hardly get most of the respondents at all times. You have to do routine visit to get people answer your questions. In addition, some will collect the questionnaires alright but the zeal to answer is a big challenge. You have to do aggressive follow up before you could get the questionnaires. Out of 306 questionnaires administered, 301

were returned and duly completed. This constituted 98.4%, meaning there was a high rate of response to the questionnaires.

Data Processing and Analysis

Data processing was carried out immediately the clean data file was obtained after the coding and data input in Statistical Package for Social Sciences (SPSS version 25.0). Data analysis was conducted through the use of both inferential and descriptive statistics. The choice of the techniques was informed by the nature of the specific objectives and hypotheses (Gravetter & Wallnau, 2004). The data analysis included respondents' biodata or demographics so that the research questions and hypotheses could be addressed.

Descriptive statistics; that is mean, standard deviation, minimum score and maximum scores were used to measure the first objective that sought to assess the quality of work life among senior staff of the University of Cape Coast. Frequencies and percentages were used to analyse objective two, which sought to assess senior staffs' level of organisational commitment. Inferential statistics technique - multiple regressions was used to evaluate quality of worklife effect on organisational commitment (H1) which was objective three. Inferential statistics involves the use of information on data findings from the sample drawn from the population to draw conclusions about that population. This was used to test for hypothesis for objective three. The findings were summarised and then presented on Tables for easy comprehension.

Ethical Consideration

Right to the required information and obedience to moral principles is a major determinant for a successful research. To get close contact to the employees of the University, the researcher through an introductory letter introduced himself to the various Deans, Heads of departments and Halls of Respondents as a postgraduate student from Cape Coast University who was embarking on a study involving “Quality of Work Life and Organisational Commitment”. Individuals who willingly accepted the questionnaires were given the assurance that the study was for purposes of academic leading to the award of Master’s degree (Human Resource Management). Questionnaires were devoid of requesting for personal identification from respondents. Also the final report was not to make comments on individual responses hence information gathered will be treated with utmost confidentiality and anonymity.

Chapter Summary

The chapter emphasised on the approaches employed in achieving the purpose of this study. It has revealed the study area and the reason for choosing that area, the population, sample for the study and the sampling procedures used. For analysis sake, the chapter touched on the methods for collecting the data and the instruments employed in collecting the data. The chapter has shown enough information about analysing the data and complying with ethical standards.

CHAPTER FOUR

RESULT AND DISCUSSIONS

Introduction

Outcomes from field work are explained here. It is then followed by discussions from the results. The first part of the chapter provided respondents profile. The second part presented the findings or results in line with the set objectives. The final part presented an in-depth explanation on each finding.

Socio-Demographic Characteristics of Respondents

These were grouped according to age, gender, marital status, educational level and the longevity of service. Table two (2) presented the obtained results. A total of 301 respondents comprising 174 males (57.8%) and 127 females (42.2%) participated in this study. Meaning the females are likely to dominate the University senior staff. With reference to age, the age group brackets (31-40) years were the people who mostly answered a larger number of questionnaires (54.2%). Alternatively, seventy three (73) individuals representing (24.3%) and 48 respondents (15.9%) were classified into age brackets 20-30 years as well as 41- 50 years old, respectively.

Furthermore, only seventeen (17) respondents representing 5.6% were above age 51 and beyond. A critical observation of the various age groups showed that those between 31 to 40 years have enough working years ahead of them until retirement at age 60. These individuals are strong and dynamic and could work to contribute to increasing gross domestic product thereby improving the socioeconomic growth and development of the country. They also have the opportunity to develop themselves to sharpen their skills,

knowledge and abilities. Referring to table two (2) , we could say that majority of the respondents (66.1%) were married whereas 33.9% were not married. The implication is that those who are married will try every effort to get something doing to take care and support the needs of the family considering the economic situation in Ghana. Those who are singles, we could infer that due to the relatively youthful nature has contributed to their singleness.

Table 2: Respondents Background Information

Variables	Options	Frequency	Percentage (%)
Gender	Male	174	57.8%
	Female	127	42.2%
Age (in years)	20-30	73	24.3%
	31-40	163	54.2
	41-50	48	15.9
	Above 51	17	5.6
Marital status	Single	102	33.9
	Married	199	66.1
Education level	Below First Degree	63	20.9
	First Degree	146	48.5
	Master's Degree	69	22.9
	Professional		
	Certificate	23	7.6
Working experience (in years)	Below 1year	33	11.0
	1-5	51	16.9
	6-10	128	42.5
	11-15	59	19.6
	16-20	23	7.6
	Above 21	7	2.3

Source: Field Survey (2018)

The level of education of the respondents was mostly (48.5%) first degree. This could be because the respondents were senior staffs. Also, 22.9

per cent have done master's degree, and 20.9 per cent obtained below first degree. Only 7.6 per cent of the respondents attained professional certificate. Finally, it is worthy to note that a greater number of staff who responded to the questionnaire indicated that they have worked beyond 5 years at the University. From the socio-demographic information presented, it could be said that a larger proportion (98.37%) are capable, have the knowledge and ready to offer the required information for this study.

Research Question One: What is the Quality of Work Life among University of Cape Coast Senior Staff?

To evaluate research objective one on quality of work life among University of Cape Coast senior staff as well as measuring respondents' views on this issue, three main areas of quality of work life were considered, namely; employee compensation, working environment, and human capacity development. To properly evaluate these three main areas, all the indicators of each of the area/dimension were aggregated into a single score through a data transformation process. The application of the mean and standard deviation as a Descriptive analysis tool was then carried through. On a 5-point scale, a mean score of 0-2.5 is considered low, between 2.51 and 3.5 is considered moderate (average), and above 3.51 is considered high (Okorley, 2010). The results obtained for this objective are made known in Table 3 below:

From Table 3, opportunity for human capacity development was identified as the most effective quality of work life among University of Cape Coast senior staff as it has the highest mean score of 3.5687.

Table 3: Quality of Work Life among University of Cape Coast Senior Staff

Variables	Mean	Std. Dev.
Employee Compensation	2.7564	.9118
Safe and Healthy Working Condition	3.2636	.8600
Human Capacity Development	3.5687	.7074

Scale (Mean); High=3.5 and above, Average=2.51-3.50, Low=0-2.5

Source: Field Survey (2018)

The respondents seem consistent with their response in terms of opportunity for human capacity development as it could be seen from the least standard deviation of 0.7074. The senior staffs indicated on the highest level that, they are given the chance as a matter of fact to utilise their capacities at the workplace, they have a well-defined set of objectives and are encouraged to develop new skills.

The responses from the staff who answered the questions confirmed the writings of Kulkarni (2013), he was of the view that when employees are given the chance to be trained and properly developed, it improves the performance of these individuals at the workplace which leads to increased productivity and efficiency. This also makes the employees comfortable to stay in the establishment. The results also support the submission by Scully, Kirkpatrick and Locke (1995), that when workers in general have the urge and control over their work, they are able to greatly exercise and share their ideas and knowledge cohesively to promote their mental growth. This enables employees understand the value of each other, enhances their knowledge base

and gives them the capability to address challenges that might confront the organisation.

Employee compensation had the mark of 2.7564 as its mean value and a standard deviation of 0.9118. By implication, the level of quality of work life among University of Cape Coast senior staff in terms of employee compensation and safety and healthy working condition are on the average (moderate). The results demonstrate that respondents satisfaction answers to the questions: "my salary is adequate for my job, given the current job market conditions"; "I am paid according to my capabilities, knowledge, and experience"; "The University pays its employees a salary that is at or near the top of its industry"; "I enjoy extra benefit" and "There is a facility of a contributory provident fund" were on the moderate level. It could also be inferred on the premise that senior staff of the University of Cape Coast are not contented on the level of their compensation as well as the working environment. The employee would be very happy if their compensation is adequate and fair in the sense that the work that they do commensurate the amount of money paid to them.

In addition the senior staff would be satisfied once they find themselves working in a conducive and favourable environment. This situation is not encouraging to the University in that the sum of money employees receive for their mental or physical work or both is fundamental to quality of work life as submitted by Jebel (2013). Human beings work for their livelihood. An organisation must have good benefits, pay well, provide assistance for planning employee careers and operate in a work environment that employees perceive as fair (Huang, Lawler & Lei, 2007).

Healthy working condition had a mean score of 3.2636 and a standard deviation of 8600. What this means is whether the safety of the worker is a high priority with management, most of the senior staff perceive this as moderate. These results contrast the findings of Walton (2005) that working in suitable working environment is greatly acceptable in every social setting, and are carefully protected by the law. The work environment that can fulfil workers individual expectations is said to bring positive relations that will result in employee commitment (Shahbazi, & Ghoromeh, 2011). Tables 4, 5 and 6 present the descriptive statistics in respect of the specific items that measured the respective constructs.

Table 4: Descriptive Statistics for Employee Compensation

Employee Compensation Variables	Mean	Std. Deviation
I enjoy extra benefit	2.8439	1.31866
The University pays its employees a salary that is at or near the top of its industry	2.8372	1.12993
There is a facility of contributory provident fund	2.8206	1.19765
I contend with my salary compared it to colleague's salary	2.7043	1.30216
I am paid according to my individual capabilities, knowledge, and experience	2.6977	1.18250
My salary commensurate my job, considering current job market conditions	2.6346	1.27776

Scale (mean); High=3.5 and above, Average=2.51-3.50, Low=0-2.5

Source: Fieldsurvey (2018)

Observing the scores on the individual indicators of employee compensation shows that the employees in all instances had a moderate level of agreement on the items because each of the items had a mean score between 2.51 and 3.5. Thus, the respondents in all instances moderately agree they

enjoy extra benefits, the University pays their salaries at or near the top of its industry, the University provides their provident funds, they are satisfied with the salaries compared to their colleagues' salaries, they are paid according to their capabilities, knowledge and experience, and their salaries are enough for jobs done, looking at existing occupational situations which means that employees are not all that satisfied the monetary and non-monetary pay they received for the work done at the University of Cape Coast. This may affect the commitment levels of these employees.

Table 5: Descriptive Statistics for Working Condition

Working Condition Variables	Mean	Std. Deviation
Conditions of service on my work motivate me to be productive as I could be.	3.3455	1.13147
There is an existence of normal workload	3.3322	1.07824
Assured of safety from all forms of harm regarding the work I do	3.3223	1.14854
The safety and health conditions where I work are good	3.2558	1.15946
The security section ensures a safe sound working environment	3.1960	1.22125
The safety of the worker is a high priority with management where I work	3.1296	1.18876

Scale (mean); High=3.5 and above, Average=2.51-3.50, Low=0-2.5

Source: Field Survey (2018)

Observation of the scores on the individual indicators of working conditions shows that the employees in all instances had a moderate level of agreement on the items because each of the items had a mean score between 2.51 and 3.5. Thus, the respondents in all instances moderately agree to the statement conditions of service on the work they perform motivates them to be

industrious, there is the existence of normal workload, and are assured of safety from all forms of harm regarding the work they do. Similarly, the study proves the respondents moderately agree that the safety and health conditions at where they work were good. The security departments provide a secure working environment, and the management of their respective organisations give higher priority to the safety of workers.

Table 6: Descriptive Statistics for Human Capacity Development

Human Capacity Development Variables	Mean	Std. Deviation
A well defined set of objectives and goals regarding my job	3.8738	.93667
I have the opportunity to use my abilities at work	3.8106	.99701
Have the encouragement to learn and upgrade my skills	3.6711	1.07151
There is a provision of self-improvement for employees	3.6611	.98900
There is a fair attitude of supervisor and equitable treatment.	3.2857	1.09153
The University encourages employees' participation in technical planning	3.1096	1.14511

Scale (mean); High=3.5 and above, Average=2.51-3.50, Low=0-2.5

Source: Field Survey (2018)

Observing all the scores on the individual indicators of human capacity development illustrates that the employees in some instances had a high level of agreement on the items because each of the items had mean score 3.5 and above and in some other instances had a moderate level of agreement because the items had mean scores between 2.51 and 3.5. For the first instance, the study concludes the respondents highly agree that they have well defined set

of objectives and goals regarding their jobs, have the encouragement to learn and upgrade their skills, they are encouraged to develop new skills, and there is a provision of self-improvement for them at work. In the second category, it can be seen that the respondents moderately agree that there is a fair attitude of supervisor and equitable treatment and that the University encourages their participation in technical planning.

Research Question Two: What is the Level of Organisational Commitment among University of Cape Coast Senior Staff?

To achieve the second research objective, several questions were posed to the senior staff in the University. This was to show how they agree to some assertions on what will constitute their desire to be identified and remain in University of Cape Coast. Respondents expressed their organisational commitment level in diverse ways by either strongly agreeing, agreeing, remaining uncertain, disagreeing, or strongly disagreeing to a series of issues. Their level of agreement was also affirmed by using the mean scores as suggested by Okorley (2010) - on a 5-point scale, a mean score of 0-2.5 is considered low, between 2.51 and 3.5 is considered moderate (average) and above 3.51 is considered high. The results are presented in Table 7.

A greater number of staff who responded to the questions (44.5%) either agreed (32.2%) or strongly agreed (12.3%) to the statement of having the interest and zeal to continue working with the University throughout their lifetime ($M=3.2226$, $SD=1.1461$). Slightly more than half (50.9%) either agreed (41.6%) or strongly agreed (9.3%) that they are proud and easily discusses the University with other people ($M=3.2060$, $SD=1.1243$) as

compared to 64.4 per cent of them claiming that they feel like the University's challenges belongs to them personally ($M=3.5083$, $SD=1.1064$). A simple majority (47.8%) of the respondents either agreed (36.5%) or strongly agreed (11.3) they would continue to remain loyal to the University alone and not to any other organisation ($M=3.3522$, $SD=.9910$), while 58.5 per cent either strongly agreed or agreed to the statement of having the desire of remaining as the University's family member ($M=3.4319$, $SD=1.0983$).



Table 7: Indicators of Organisational Commitment among University of Cape Coast Senior Staff

S/N	Indicators of commitment	SD F (%)	Disagree F (%)	Uncertain F (%)	Agree F (%)	SA F (%)	Mean	Std. Dev.
1	The willingness of staff to spend rest of the carrier with the University of Cape Coast	30(10.0)	44(14.6)	93(30.9)	97(32.2)	37(12.3)	3.2226	1.1461
2	Discussion of employee's organisation with people outside it.	19(6.3)	80(26.6)	50(16.6)	124(41.6)	28(9.3)	3.2060	1.1243
3	Fell like the challenges of the University belongs to me personally.	23(7.6)	36(12.0)	48(15.9)	153(50.8)	41(13.6)	3.5083	1.1064
4	Highly attached to this organisation than any other one.	7(2.3)	58(19.3)	92(30.6)	110(36.5)	34(11.3)	3.3522	.9910
5	Having the desire of remaining as the University's family member.	16(5.3)	55(18.3)	54(17.9)	135(44.9)	41(13.6)	3.4319	1.0983
6	Continue to remain loyal to the University	17(5.6)	40(13.3)	61(20.6)	147(48.8)	36(12.0)	3.4817	1.0475
7	Have a lasting a love for the organisation.	16(5.3)	43(14.3)	61(20.3)	145(48.2)	36(12.0)	3.4718	1.0472
8	Attached and glued to the University.	15(5.0)	40(13.3)	52(17.3)	135(44.9)	59(19.6)	3.6080	1.0951
9	Overall mean (Total organisation commitment)						3.4103	.7126

Source: Field Survey (2018) Note: Scale: SD=1, Disagree=2, Neutral=3, Agree=4, SA=5 F = frequency N (Sample) = 301

Furthermore, most of the respondents (60.8%) stated that they feel 'emotionally attached' to the University ($M=3.4817$, $SD=1.0475$), as 60.2 per cent either agreed or strongly agreed that they have a lasting and peculiar love for University ($M=3.4718$, $SD=1.0472$), and 64.5% either agreed or strongly agreed that they feel attached and glued to the University ($M=3.6080$, $SD=1.0951$). Notwithstanding the preceding analysis, to evaluate the whole organisational commitment level of senior staff of the University, the total pointers of organisational commitment from table 7 were sum up into one score. Descriptive analysis (standard deviations and mean) were then calculated on them. With total mean score of 3.4103, it could be said that the overall organisational commitment level amongst senior staff in the University is on the average per the suggestion given by Okorley (2010).

These findings imply those employees' levels of satisfaction will also be on the average. The reason being that quality of work life is inversely related to employees' commitment (Ntisa, 2015; Azeem, 2010). Moreover, it also implies that on the average, the senior staffs are more likely to look for a job elsewhere because when employees do not experience joyfulness and freedom at workplace, their commitment level wane down that could bring about the decision of leaving the organisation for personal reasons (Nipius, 2012). The results also imply that management must work on the organisational commitment level of the senior staff as required by Mowday, Steers and Porter (2003) as this could lead to; (a) upholding and giving recognition to the visions, core values, aims and objectives of the organisation. (b) the readiness to expend an amount of effort and energy in place of the

organisation to accomplish its purpose (c) having a sturdy and resolute wish to continue to keep membership with the organisation.

H1: Quality of Work Life (QWL) Has Positive Effect on Organisational Commitment

The standard multiple regression techniques were used in analysing objective three. The model comprised compensation, working condition, and development of human capabilities (predictor variables); organisational commitment (outcome variable). The evaluation is centred on beta values or Standardised coefficients, the unstandardized coefficients or beta (β) values, adjusted R^2 and standard errors, coefficient of determination (R^2), the significant levels (p-values), and partial correlation values. This study used the alpha value of 0.05 for purposes of analysis. Findings from the regression analysis performed are shown in Table 8.

Table 8 - Standardised Multiple Regression Analysis Summary showing how Quality of Work Life Predict UCC Senior Staff Organisational Commitment.

Variable	B	Std. Error	Beta	R	t-stats	P-Value
Constant	1.284	.174			7.372	.000***
Employee				.119		
Compensation	.088	.043	.113		2.063	.040*
Working Condition	.202	.054	.243	.210	3.700	.000***
Human Capacity Dev't.	.343	.062	.341	.305	5.510	.000***
R	.597 ^a					
R ²	.356					
Adjusted R ²	.350					
F (3, 297) =	54.846, p (0.000 < .05)					

a. outcome/dependent variable: organisational commitment

*Sig<0.05, **Sig<0.01, ***Sig<0.001

Source: Field Survey (2018)

An observation of the Durbin-Watson criterion (2.199) shows that there was no auto-correlation between the predictors (human capacity development, employee compensation and working conditions because it was within the acceptable threshold of 1.5-2.5, hence supporting the need for the estimation of the regression model. Multi-collinearity was checked through the use of Tolerance or Variance Inflation Factor [VIF]. To avoid a multi-collinearity problem using VIF, each predictor variable must have values less than 10 or tolerance must be greater than .10 (Kock, 2015). It was discovered that there were not multi-collinearity problems with the predictors: Employee compensation=1.386; working condition = 1.995; human capacity= 1.765.

As submitted by Pallant (2005), the Coefficient of Determination is the same as the R-Square. This explains a percentage increase or decrease in the outcome variable, organisational commitment explainable by compensation, working condition, and development of human capabilities (predictor variables). Referring to the table above, .356 is the R^2 value. To interpret this, we say the regression equation predict 35.6 per cent proportionate increase or decrease in organisational commitment (dependent factor) as expounded by unit variation in compensation, working environment and human capacity development (independent factors).

From table 8, we could see that the independent variables statistically significantly predict the dependent variable at $F(3, 297) = 54.846, p(0.000 < .05)$. (That is the regression model or equation is a good fit of the data). Therefore, this gives us the basis to reject the Null Hypothesis which states that quality of work life has no positive significant effect on organisational

commitment. We conclude on the alternative hypothesis that quality of work life has positive significant effect on organisational commitment.

According to Tabachnick and Fidell (2013), the implication is that the independent variables (employee compensation, working condition, and development of human capabilities), putting them together, influences organisational commitment. This led to the rejection of the null hypothesis that when we put all the predictor variables together they do not have any influence on the outcome variable (organisational commitment). Table 8 also depicts that the three dimensions of quality of work life affect employees' organisational commitment.

The internal control predictors, that is, employee compensation (0.113), working condition (0.243), and development of human capabilities (0.341) are determined by the beta weight which is the standardised coefficients (betas). These values are obtained if you standardised all of the variables in the regression, including the dependent and all of the independent variables, and ran the regression. It is used to determine the impact or magnitude of the coefficient of the independent variable on the dependent variables when all the variables have been put on the same scale. The statistics show that opportunity for the development of human capabilities had the most significant standardised beta (0.341).

In contrast, employee compensation had the smallest standardised beta (0.113). It implies that development of human capabilities makes the most distinctive input in explaining commitment. On other hand, the lowest contribution to commitment is compensation when all other variables are held constant. Adjusted R^2 figure of 0.350 from table 8 indicates true 35% of

difference in commitment is caused by compensation, work condition and development of human capacity. The standard error values of the model fit are the measures of the model's accuracy.

Regarding partial correlation values, the opportunity for the development of human capabilities was the dimension most associated with organisational commitment ($r = 0.305$). Working condition ($r = 0.210$) and employee compensation ($r = 0.119$) were also weakly associated with organisational commitment. The implication is that the University of Cape Coast maintains sufficient conducive working environments; and adequate employee remuneration, making it likely to have weak organisational commitment. In general, there was a strong positive association ($R = 0.597$) amongst variables.

The preceding findings are consistent with the outcomes of empirical studies by Verma and Dohareya (2016); Barzoki and Sarand (2015); Daud, Yaakob and Ghazali (2015); Sivalogathan and Edirisinghe (2015); Mahmoudi (2015); Kantan and Sadullah (2012). For example, Barzoki and Sarand (2015) studies revealed a direct and significant association in relation to commitment, justice as well as quality of work life dimensions. In a similar work by Sivalogathan and Edirisinghe (2015) their research finding showed moderate positive relationship between dimensions of quality of work- life and organisational commitment.

The results also support the findings of Daud, Yaakob and Ghazali (2015) that adding value to the dimensions of quality of work life for workers in general, commitment level can increase. They also corroborate the findings of Varghese and Jayan, (2013) that an improvement in any dimension of

quality of work life results in employees' better welfare as much as that of the organisation. The results also support the findings of Verma and Doharey (2016), Mahmoudi (2015), Kanten and Sadullah (2012), who were of the idea that, elements of quality of work life relates positively with organisational commitment.

Unstandardised coefficients tells how a unit increase or decrease in anyone one of this factors; compensation, human capacity for development and working environment will influence commitment once the other factors are held in fixed position. For example, Employee compensation had a positive unstandardised beta coefficient of 0.088, meaning for every unit expansion or increment in employee compensation at the University of Cape Coast, the University's senior staff organisational commitment will increase by 0.088 units. Therefore, the study found that employee compensation is a variable that significantly affects the University's senior staff organisational commitment.

Another covariate which was incorporated in the regression model to determine organisational commitment was safe and healthy working conditions with coefficient of (B = 0.202). Thus, from Table 8, the respective t-value for safety and healthy working conditions is bigger than 1.96, indicating the coefficient is significant. The unstandardised beta (B= 0.202) explains that a unit increment of safety, healthy working condition at the University leads to organisational commitment increase by 0.202 units, implying that safety and healthy working conditions affect the organisational commitment positively.

From Table 8, the respective t-values for opportunity for development of human capabilities is bigger than 1.96, indicating that the coefficient is significant. That is, the University of Cape Coast provides an opportunity for the development of human capabilities ($B= 0.343$). This means a unit increment in opportunity for the development of human capabilities; organisational commitment will increase by 0.343 units. The implication is that, opportunity for the development of human capabilities affects the organisational commitment positively.

This positive significant effect of quality of work life (compensation, working condition, and development of human capabilities) on organisational commitment conforms to the empirical evidence provided by Afsar (2014); Patil and Prabhuswamy (2014); Islam (2012); Daud (2010). All the various studies these researchers conducted on the topic of this study indicated that organisational commitment is influenced by quality of worklife. Their findings also support the theory underpinning this study - social exchange theory.

Chapter Summary

This chapter presented the results of the data analysis. Frequencies, means, standard deviations were used to interpret research objectives one and two whereas objective three were scrutinized by using the regression analysis model. An in-depth explanation was also given to all the major findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The section has been grouped into four subdivisions. The first division provides brief overview into three parts: specific objectives of the study, aspects of methodology, including the area, research design, sampling procedures, instrumentation, processing and analysis of data, and findings. Second division talks about the different conclusions arrived at from the main findings. In contrast, the third division proffers several policy recommendations for addressing issues arising from the study. Final part suggested possible areas for future research.

Summary

This research work is to examine how qualities of work life contribute to organisational commitment of the University's senior staff. To accomplish the general objective, three specific objectives were formulated: to assess the quality of work life among senior staff of the University of Cape Coast; examine their level of organisational commitment, and analyse effect of quality of work life on organisational commitment of Cape Coast University senior staff. The Cape Coast University was selected for this study because it is one of the institutions in the country where employees seem to always complain about their quality of work life (Mohammadi & Karupiah, 2019; Obese, 2010). Again, the study area is convenient to the researcher and is also possible to access relevant data.

The study adopted a quantitative research approach, underpinned by their positivist research philosophies. Quantitative research technique was employed for the study, given the characteristics and interactions existing within the variables examined as well as the need to test hypotheses. The descriptive and explanatory survey designs were adopted for the study. These designs were deemed appropriate because they allow the researcher to observe existing patterns of behaviour, why they occur, and what they imply. Data were collected from Cape Coast University senior staff, using questionnaires. Prior to this, a pre-test was carried out at Cape Coast Technical University so as to determine whether the research instrument for the main data collection was reliable and valid.

In view of the limited time and resources, 306 senior staff were sampled from the total population of 1,518, following Krejcie and Morgan (1970), sample size table of determination. Research analytical tools like multiple regression, standard deviations, frequencies and means were used since the study was a descriptive survey type. Findings from the study have been listed below:

1. Opportunity for human capacity development was the most effective quality of work life among University of Cape Coast senior staff.
2. Organisational commitment level of Cape Coast University senior staff was on the average.
3. It was found out that compensation, working condition, and development of human capabilities has positive influence on organisational commitment.

4. The analyses also revealed that senior staff of Cape Coast University had an average satisfaction with respect to compensation and working conditions.

Conclusions

Referring to the objectives and data analysis findings, the study confirms that opportunity for human capacity development as an element of quality of work life is considered high by the senior staff of Cape Coast University. This implies that the senior staffs are encouraged to develop new skills and are at liberty to perform their job with little or no supervision. Employee compensation and working condition, on the other hand, are averagely effective. The study also concludes that the overall organisational commitment level among senior staffs is average. What this means to management is that these senior staffs would look for better employment opportunities elsewhere since they are not contented with the conditions of service in the University.

In addition, it is concluded that employee compensation, working condition, and human capacity development influences employees' organisational commitment. Thus, existence of good and cordial working relations, recognition of employee contribution towards achieving organisational goals, paying better and adequate remunerations, streamlining working hours, ensuring employee safety and many others can increase people emotional and mental relations and loyalty to organisations.

Recommendations

With regard to the studies outcome, these commendations have been submitted: 1. Concerning the finding that opportunity for human capacity development was the only high effective quality of work life among University of Cape Coast senior staff, it is recommended that the University should equally pay attention to the other quality of work life dimensions, specifically employee compensation, and working condition as they have a significant positive impact on organisational commitment. The University could do this by paying its employees a salary that is at or near the top of its industry, providing extra benefit, facility of contributory provident fund, ensuring that the security department provides a secure working environment, and ensure the existence of normal workload.

It is also recommended that management of the University must provide more flexibility in the work assignments, working hours, and balancing employee workloads as a form of ensuring favourable working condition. Management of the University must also give reasonable independence to the senior staff of the University to plan and implement their plan of actions by providing them with feedbacks. Again, with respect to the finding that compensation and working condition has an average effect on organisational commitment, it is recommended that the University should become more conscious in ensuring adequate and fairness in compensation, as compensation can strongly influence the employee satisfaction which in turn enhances the commitment of employees in organisation.

Since quality of work life has positive significant effect on organisational commitment, it is suggested to the University management to

redesign the job performed by the senior staff. In addition, management should adopt the practice of job enrichment, job enlargement and job rotation to increase employees' motivation that will lead to their organisational commitment. Management should also focus on training programs both on the job and of the job to sharpen employees' skills, knowledge and abilities. These development programs do not only ensure increased employee productivity but also it can have an impact on their organisational commitment.

Suggestions for Further Research

The following suggestions have been made regarding the study.

- The University has three categories of staff namely junior staff, senior staff and senior members. Any impending study of this kind should include the whole staff. This will help get insightful and very robust findings for better decision making.
- The study also used only the quantitative method of research which limits respondents from expressing their views on issues of concern. It would be advisable to adopt the qualitative or mixed method of research in any future studies of this nature
- Lastly, the other elements of quality of work life apart from compensation, working condition and opportunity for human capacity development could also be considered for future research to determine employees' organisational commitment.

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APPENDIX 1: SURVEY QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS

COLLEGE OF HUMANITIES AND LEGAL STUDIES

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Questionnaire

Dear Respondent,

The answers you give to this questionnaire is personal and for the purposes of educational work. It is a requirement to reward the candidate Master of Commerce (Human Resource Management) by the University of Cape Coast.

The main purpose of the study is to examine the effect of quality of work life on organisational commitment among senior staff at the University of Cape Coast. Kindly take you time to go through the questions by answering them rightly. No information of yours will be divulged out.

Thank you.

SECTION A: DEMOGRAPHIC INFORMATION

(i) Tick the appropriate answer where choices given are applicable.

1. Gender: Male [] Female []

2. Age (in years)

20-30 []

31-40 []

41-50 []

51-60 []

3. Marital grade: Single [] Married []

4. Education: Below First Degree [] First Degree []
 Master's Degree [] Professional Certificate []

5. How long have you been working in this University?

(a) Less than 1 year [] (b) 1-5years [] (c) 6-10years []
 (d) 11-15years [] (e) 16-20years [] (f) 21 and above []

SECTION B: QUALITY OF WORK LIFE

This section seeks to measure the way a favourable conditions and environments of work places support and promote employees satisfaction.

Please on a scale of 1-5 where *1=Strongly Disagree*

2=Disagree 3=Uncertain 4=Agree 5=strongly Agree

rate the following areas as per your organisation.

S/N	Statement	1	2	3	4	5
I. Compensation						
1	I enjoy extra benefit					
2	The University pays its employees a salary that is at or near the top of its industry					
3	My salary commensurate my job, considering current job market conditions					
4	I contend with my salary compared it to colleague's salary					
5	I am paid according to my individual capabilities, knowledge, and experience					
6	There is a facility of contributory provident fund					
II. Working Condition						
1	Conditions of service on my work motivate me to be productive as I could be					

2	There is an existence of normal workload					
3	Assured of safety from all forms of harm regarding the work I do					
4	The safety and health conditions where I work are good					
5	The safety of the worker is a high priority with management where I work					
6	The security section ensures a safe sound working environment					
III. Development of Human capacities						
1	A well defined set of objectives and goals regarding my job					
2	I have the opportunity to use my abilities at work					
3	Have the encouragement to learn and upgrade my skills					
4	There is a provision of self-improvement for employees					
5	There is a fair attitude of supervisor and equitable treatment.					
6	The University encourages employees' participation in technical planning					

SECTION C: ORGANISATIONAL COMMITMENT

Please on a scale of 1-5 where *1=Strongly Disagree*

2=Disagree 3=Uncertain 4=Agree 5=Strongly Agree

rate the following areas as per your organisation.

S/N	Item	1	2	3	4	5
1	The willingness of staff to spend rest of the carrier with the University of Cape Coast					
2	Discussion of employee's organisation with people outside it.					
3	Fell like the challenges of the University belongs to me personally					

4	Highly attached to this organisation than any other one.					
5	Having the desire of remaining as the University's family member.					
6	Attached and glued to the University					
7	Have a lasting love for the organisation					
8	Continue to remain loyal to the University					



APPENDIX 2: INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

TO WHOM IT MAY CONCERN

Mr. Hayford Lartey, Masters of commerce student reading Human Resource Management at UCC Business School. His research topic is “effect of quality of work life on organisational commitment among senior staff at the University of Cape Coast”. He wants to collect data for his research work from your unit.

We shall be grateful if you could help him with the necessary assistance he may need.

Thank you.

Signed

Dr. Felix Kwame Opoku
HEAD

