



The Effect of Quality of Work Life on Employee Commitment

Tena Nega Gebreyes^{1*}, Mulugeta Girma¹

¹Department of Marketing Management, College of Business and Economics, Dire Dawa University, P.O. Box: 1362, Dire Dawa, Ethiopia, Phone: +251925311337, E-mail: dergetaddese@gmail.com

Abstract

Employees are the most valuable asset in any organization. A successful and highly productive business can be achieved by improving the employee's quality of work life. The purpose of the study was to examine the effect of quality of work life on employee commitment in SHEMU manufacturing PLC in Dire Dawa, Ethiopia. Both quantitative & Qualitative research approach and explanatory research design was adopted to explain effect of independent variables on the dependent variable. The Target population of the study is 401 employees of SHEMU manufacturing PLC the population was sub divided in terms of their department and respondents was randomly selected from a list of population through stratified random sampling technique. The primary data was collected by structured Questioners and analysis was made by used SPSS Software 2023 and analyzed by inferential statistics and descriptive statistics, the secondary data was collected from source such as book, document, existing research paper, journals & websites. The study finds that there is a significant relationship between employee commitment and the five independent variables and to boost employee commitment, management should focus on and improve the quality of the work life parameters (adequate income and fair compensation, safe and healthy working condition, opportunity for carrier growth and security, constitutionalism and social integration).

Keywords: *Quality of Work Life, Employee commitment, SHEMU manufacturing PLC*

*Corresponding author: Tena Nega Gebreyes: tenanega@gmail.com

1. Background of the Study

Work constitutes a fundamental aspect of human existence. It is not only individuals spend a significant portion of their lives, but also it plays an indispensable role in shaping the social, economic, and psychological dimensions of the world. The commitment and satisfaction of the workers within this sphere garnered a substantial attention due to their far-reaching consequences on individual and collective levels. The understanding of why people work, how they perceive their employing organizations, and what fulfils them in their careers is a crucial inquiry. Employee commitment is the employee's attachment to the organization and its goals. Committed employees are more likely to be satisfied with their jobs, perform at a high level, enhanced performance, heightened productivity and stay with the organization for a long time. Committed employees also more likely to surpass their job requirements, displaying organizational citizenship behavior that contributes to a positive work environment (Smith, 2020).

Quality of work life (QWL) is encompasses a variety of factors that contribute to the well-being and satisfaction of employees at work. QWL includes factors such as compensation and benefits, career growth and development opportunities, work-life balance, job security, physical work environment, social relationships at work, and organizational culture. The Quality of Work Life (QWL) holds significance both for the company and its employees. QWL encompasses deliberate efforts by employers to establish an environment that provides employees with satisfying work experiences, fostering loyalty and personal dedication to the company. QWL comprises both intrinsic and extrinsic elements that contribute to employee contentment and discourage unethical behavior. Effective QWL initiatives are associated with reduced employee dissatisfaction and increased commitment (Maimunah I. &., 2021)

The world dynamics nature of modern-day workforce shaped a confluence factor such as rapid technological advancements, changing socio-economic structures, and the ongoing globalization of industries (Kacmar, 2018) Employee commitment across diverse global organizations (Babatunde, 2021) (Xing, 2019). In Africa, where industrialization and workforce expansion are prevalent, the relationship between QWL and commitment become a central topic of investigation (Ladzani, 2020). In Ethiopia, the industrial sector continues to flourish, understanding how QWL influences commitment is critical (Gebru, 2018) (Tamiru, 2020).

According to (Risla & I., 2018), QWL defined as QWL refers to the favourableness or UN favourableness of a working atmosphere for people. It indicates to the Excellency of a relationship

between employees and the total working atmosphere. It is concerned with increasing labor management cooperatives to solve the problems of Improve the work of the organization and employee commitment. Kaushik and Tonk (2008) Mentioned that QWL can be defined as the level of interaction between employees personal and external factors and their work-related rewards, work experiences, and work environment. According to Richard E. Walton (1973), QWL is defined as "the extent to which employees can satisfy important personal needs through their experiences in the organization, while at the same time achieving the organization's goals" (Walton, 1973).

1.1. Statement of the problem

The relationship between the quality of work life and worker commitment has been recognized as a critical aspect in organizational behavior and human resource management. However, there is a need to further explore and understand the specific effects of the quality of work life on worker commitment, considering the evolving dynamics of the modern work environment. (Risla & Ithrees, 2018), It was explained that the two most significant and fundamental themes in today's organizational behavior are quality of work life and employee commitment. QWL has emerged as a major worry for both modern employees and businesses (Risla & Ithrees, 2018). The application of QWL interventions in African organizations is limited, and knowledge of the practical strategies that can effectively enhance worker commitment in the African context is underdeveloped. Understanding practical, culturally sensitive approaches is essential (Ganaba, 2018).

Quality of work life (QWL) and employee commitment are two important concepts in organizational behavior. QWL refers to the overall quality of an employee's work experience, while employee commitment refers to the employee's attachment to and involvement in the organization. Research shows that there is a positive relationship between QWL and employee commitments, employees who have a high QWL are more likely to be committed to their organization (Parvar, 2013) (Sharma, 2023). There are an organization who work effectively and efficiently on the quality of work life (QWL) for their employee but as a research gained from pilot study ,shemu soap and detergent PLC have gap to work effectively and efficiently on the QWL to their employees. Information is gained from pilot study in shemu soap and detergent PLC show that it has limitation on enhancing the commitment of its employees by facilitating thing for further quality of work life.

As a result, the goal of this study is to fill a gap on SHEMU PLC by considering QWL parameters, as well as to examine important parameters to the effect of Work Life on employee commitment, such as safe and healthy working conditions, adequate income and fair compensation, opportunities for career growth and security, constitutionalism, and social integration.

2. Literature Review

Worker commitment is the degree to which an employee is attached to and involved in their work. Committed employees are more likely to be productive, engaged, and satisfied with their jobs. They are also more likely to stay with their employer for a longer period of time (Risla & I., 2018). (Lau, Wong, & M., 2001) Explained that QWL is a comfortable workplace that promotes employee satisfaction through rewards, job security, and career opportunities. Furthermore, Kaushik and Tonk (2008) explain that HRQoL can be defined as the degree of interaction between employees' personal and external factors and their rewards, work experience and work environment. AS (Parvar, 2013) describe the monitoring of employee's views about the quality of their work and the quality of their work life helps the employers get an idea of where improvements in an organization can be made. The most important factors, with different goals for each organization, area structure that is influenced by the work of employees and compensates employees for participation and input to work processes for problem solving and decision making

On the other side of the definition, Allen and Meyer (1996) define organizational commitment as a psychological condition that relates the criteria in the employee relationship in the organization and the implications of the decision to remain in the organization. Meyer & Allen (1991), mention Employee commitment includes three dimensions of emotional commitment, continuous commitment and normative commitment. Despite their differences, all of the theories listed above suggest that QWL can have a positive impact on worker commitment. Batvandi & Ghazavi, (2017) explained that the quality of working life is a comprehensive program that increases employee's satisfaction and their learning from environment leading to an increase in employee commitment. This is because QWL can help to meet employees' basic needs, provide them with opportunities for growth and development, and treat them fairly. According to Parsa et al., 2019 the goal of the quality of work life is to achieve effective strategies for promoting individual and organizational productivity. By increasing the quality of work life, employees will probably become more committed to their organization. (Risla & I., 2018) In their study explained that different dimensions of Quality of Work Life O'Reilly and Chatman (1989) defines employee commitment as "an individual's psychological attachment to an organization," which includes engagement in work, loyalty, and beliefs about the organization's values

The aim of the quality of work life, according to Parsa et al. 2019, is to develop successful techniques for enhancing both individual and organizational productivity. Employee commitment to the company will undoubtedly increase if the quality of work life is improved.

Geda (2013) asserts that QWL and Employee commitment have a direct and advantageous link. It implies that employee commitment is directly correlated with quality of work life. An organization's shift in Quality of Work Life inevitably alters the commitment of Employees. It is evident that adequate and fair pay, safe and healthy working conditions, and conditions, opportunities to use and develop human potential, and employee commitment. Mohammadhu, K.A. and Atham GI (2018) concluded in their study that different dimensions of the quality of working life (adequate income and fair pay, healthy and safe working conditions, professional development and security, social inclusion and constitutionality in work organization) have an impact on the Employees are committed. There is a significant and positive association between constitutionalism and worker participation.

Farid et al. (2015) concluded that among academics there is a very significant association between quality of work life and employee engagement. This study also draws on existing literature and suggests an improvement in HRD strategies on how the ministry and relevant universities can improve employee engagement. And this study shows that, by QWL size, safe and healthy working conditions have a significant positive impact on the engagement of employees in the organization. Quality of work life (QWL) and employee commitment are two important concepts in organizational behaviour. QWL refers to the overall quality of an employee's work experience, while employee commitment refers to the employee's attachment to and involvement in the organization. Research shows that there is a positive relationship between QWL and employee commitments, employees who have a high QWL are more likely to be committed to their organization (Parvar, 2013) (Sharma, 2023).

Mahdad, Mahdavirad and Golparvar (2011) make a study which assesses the relationship between dimensions of Quality of Work Life with Employee commitment and its components. In the study data were analysed by Pearson correlation coefficient and stepwise regression. As per the results gained from of analysis, showed that there was a strong significant relation between Adequate income and fair compensation and significant relation between Opportunity for continued growth and security, Human progress capabilities, with three organizational dimensions of affective, continuance and normative.

Worker commitment is the degree to which an employee is attached to and involved in their work. Committed employees are more likely to be productive, engaged, and satisfied with their jobs. They are also more likely to stay with their employer for a longer period of time (Risla & I., 2018).

(Lau, Wong, & M., 2001) explained that QWL is a comfortable workplace that promotes employee satisfaction through rewards, job security, and career opportunities. Furthermore, Kaushik and Tonk (2008) explain that HRQoL can be defined as the degree of interaction between employees' personal and external factors and their rewards, work experience and work environment. AS (Parvar, 2013) describe the monitoring of employee's views about the quality of their work and the quality of their work life helps the employers get an idea of where improvements in an organization can be made. The most important factors, with different goals for each organization, area structure that is influenced by the work of employees and compensates employees for participation and input to work processes for problem solving and decision making

On the other side of the definition, Allen and Meyer (1996) define organizational commitment as a psychological condition that relates the criteria in the employee relationship in the organization and the implications of the decision to remain in the organization. Meyer & Allen (1991), mention Employee commitment includes three dimensions of emotional commitment, continuous commitment and normative commitment

Despite their differences, all of the theories listed above suggest that QWL can have a positive impact on worker commitment. Batvandi & Ghazavi, (2017) explained that the quality of working life is a comprehensive program that increases employee's satisfaction and their learning from environment leading to an increase in employee commitment. This is because QWL can help to meet employees' basic needs, provide them with opportunities for growth and development, and treat them fairly. According to Parsa et al., 2019 the goal of the quality of work life is to achieve effective strategies for promoting individual and organizational productivity. By increasing the quality of work life, employees will probably become more committed to their organization. (Risla & I., 2018) In their study explained that different dimensions of Quality of Work Life O'Reilly and Chatman (1989) defines employee commitment as "an individual's psychological attachment to an organization," which includes engagement in work, loyalty, and beliefs about the organization's values The aim of the quality of work life, according to Parsa et al. 2019, is to develop successful techniques for enhancing both individual and organizational productivity. Employee commitment to the company will undoubtedly increase if the quality of work life is improved.

Geda (2013) asserts that QWL and Employee commitment have a direct and advantageous link. It implies that employee commitment is directly correlated with quality of work life. An organization's shift in Quality of Work Life inevitably alters the commitment of Employees. It is evident that adequate and fair pay, safe and healthy working conditions, and conditions, opportunities to use and

develop human potential, and employee commitment. Mohammadhu, K.A. and Atham GI (2018) concluded in their study that different dimensions of the quality of working life (adequate income and fair pay, healthy and safe working conditions, professional development and security, social inclusion and constitutionality in work organization) have an impact on the Employees are committed. There is a significant and positive association between constitutionalism and worker participation.

Farid et al. (2015) concluded that among academics there is a very significant association between quality of work life and employee engagement. This study also draws on existing literature and suggests an improvement in HRD strategies on how the ministry and relevant universities can improve employee engagement. And this study shows that, by QWL size, safe and healthy working conditions have a significant positive impact on the engagement of employees in the organization.

Quality of work life (QWL) and employee commitment are two important concepts in organizational behaviour. QWL refers to the overall quality of an employee's work experience, while employee commitment refers to the employee's attachment to and involvement in the organization. Research shows that there is a positive relationship between QWL and employee commitments, employees who have a high QWL are more likely to be committed to their organization (Parvar, 2013) (Sharma, 2023).

Mahdad, Mahdavidrad and Golparvar (2011) make a study which assesses the relationship between dimensions of Quality of Work Life with Employee commitment and its components. In the study data were analysed by Pearson correlation coefficient and stepwise regression. As per the results gained from of analysis, showed that there was a strong significant relation between Adequate income and fair compensation and significant relation between Opportunity for continued growth and security, Human progress capabilities, with three organizational dimensions of affective, continuance and normative.

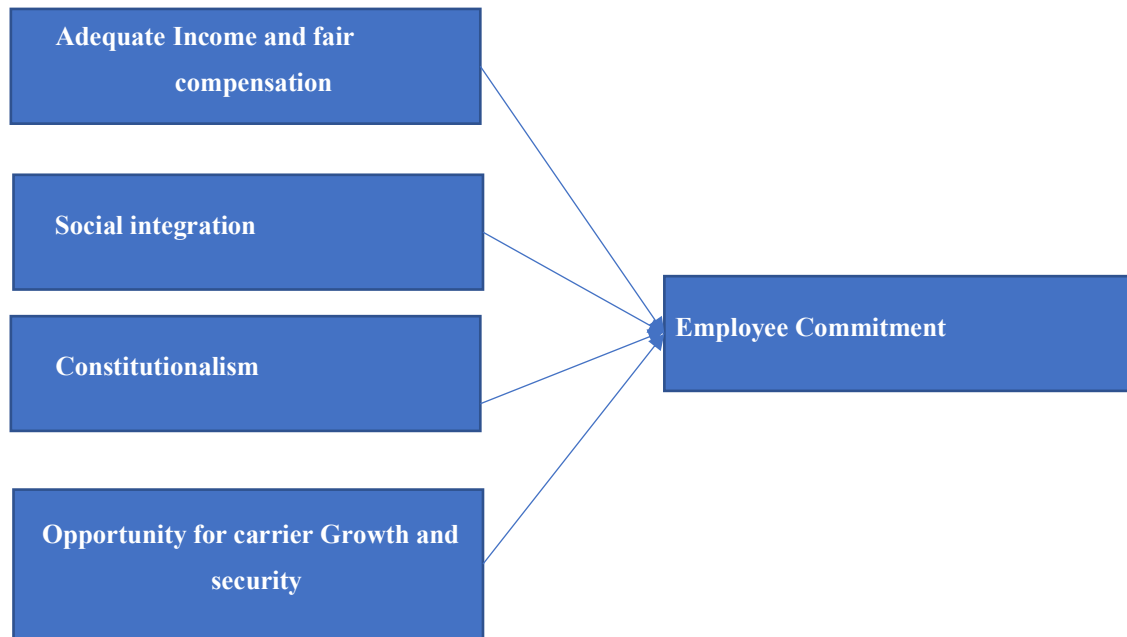


Fig. 1. Conceptual framework of the study

3. Materials and Methods

This design is appropriate for this study because to evaluate the impact of quality of work life on employee commitment. This study was focus on the employees of SHEMU soap and detergent plc. These employees possess the relevant information needed to address the research questions, and they are representative of the population of interest. SHEMU PLC has a total of 401 employees, distributed across six distinct departments. Due to the large population size, it was necessary to use stratified random sampling to select a representative sample of participants. Also stratified random sampling was used

The researcher was utilizing both primary and secondary data sources for data collection. Primary data was obtained through a structured questionnaire administered to selected respondents. Furthermore, secondary data sources such as books, documents, existing research papers, journals, publications, and websites are consulted. The raw data was analysed by using the Statistical Package for the Social Sciences (SPSS) software 2023. The findings were presented using descriptive statistics, with the mean utilized to describe the central tendency of the data. The multiple regression equation for this study was derived based on the analysis of the data and the regression model.

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \dots + B_kX_k + \epsilon_i$$

Where, Y= EC =Employee commitment

X1= Safe and healthy working condition

X2=Adequate and fair compensation

X3= Social integration

X4= Constitutionalism

X5= opportunity for carrier growth and security Data Analysis

4. Data Analysis and Interpretation

Analysing the data got from the field, the data was sorted, coded, and then analysed statistically using SPSS. First, the demographic characteristics of the respondents were analysed by use of frequencies and percentages. Simple linear regression Co-efficient analysis was used to test the relationship among the variables and regression coefficient models to determine the extent to which the independent variables impact on the dependent variable.

Descriptive Statistics for Demographic Variables

4.1. Response Rate

To obtain representative data, 201 questionnaires were developed and distributed to Employees of Shemu PLC .From 201 questionnaires distributed to the respondents 192 were collected and the analysis is done based on the valid data obtained from 192 employees of Shemu PLC. The remaining 9 questionnaires are not returned back to the researcher yet.

4.2. Demographic Characteristics of Respondents

The Demographic characteristics of the respondents are shown According to the Analysis, it revealed that out of 192 respondents of the study, 36.5% are Female and the remaining 63.5% are male. In regard of service year the majority of the 30.2% Repliers were 1 to 3 years, 19.3% are 3 to 5 years, 27.1 under 1 year and year the majority of the 30.2% Repliers were 1 to 3 years, 19.3% are 3 to 5 years, 27.1 under 1 year and 23.4% are 5 years and above. In respect of Education qualification 26.6% of the respondents have First degree, 22.9 % have college diploma, 47.9% of the repliers are Grade 10/12 completed and 2.6 % have second degree and above.

Table 1:- Descriptive Statics

Variables	N	Mean	Std Deviation
Employee commitment	192	2.40	0.55
Safe and healthy working condition	192	2.08	0.62
Social integration	192	2.19	0.92
Constitutionalism	192	2.09	0.82
Adequate income and fair compensation	192	2	0.97
Opportunity for carrier growth and security	192	2	0.73

Source own survey 2023

The Above table 1 show that Adequate income and fair compensation has a mean of 2 and standard deviation of 0.97, Safe and healthy working conditions has a mean of 2.08 and standard deviation of 0.62, Opportunity for carrier growth and security has a mean of 2 and standard deviation of 0.73,

Social Integration has a mean of 2.19 with standard deviation of 0.92 and Constitutionalism has a mean of 2.09 and standard deviation of 0.82. The dependent variable (Employee Commitment) has a mean of 2.40 and standard deviation of 0.55 as we know the standard deviation is a measure of the spread or dispersion of the data points around the mean. While mean is a measure of central tendency. It represents the average or typical values for a variable. The mean tell us most of the respondent answer is “disagree

Table 2 above illustrates the strong and appositive Correlation effect between the dependent and independent variables. The model synopsis displays Employee commitment can be explained by the independent variables Quality of Work Life dimensions such as safe and healthy working conditions, opportunity for career growth and security, social integration, and constitutionalism by 71.6%, according to the R Square of 0.716. Nevertheless, this study left 28.4% of the variance

Table 2. Correlation analysis

		Sah	Adq	Si	Co	ocgs	ec
Sah	Pearson Correlation	1	.528**	.076	.369**	.408**	.524**
	Sig. (2-tailed)		.000	.295	.000	.000	.000
	N	192	192	192	192	192	192
Adq	Pearson Correlation	.528**	1	-.011	.701**	.497**	.804**
	Sig. (2-tailed)	.000		.878	.000	.000	.000
	N	192	192	192	192	192	192
Si	Pearson Correlation	.076	-.011	1	.021	-.003	.169*
	Sig. (2-tailed)	.295	.878		.773	.970	.019
	N	192	192	192	192	192	192
Co	Pearson Correlation	.369**	.701**	.021	1	.643**	.671**
	Sig. (2-tailed)	.000	.000	.773		.000	.000
	N	192	192	192	192	192	192
Ocgs	Pearson Correlation	.408**	.497**	-.003	.643**	1	.540**
	Sig. (2-tailed)	.000	.000	.970	.000		.000
	N	192	192	192	192	192	192
Ec	Pearson Correlation	.524**	.804**	.169*	.671**	.540**	1
	Sig. (2-tailed)	.000	.000	.019	.000	.000	
	N	192	192	192	192	192	192

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

Survey data 2023

The above table is show that all independent variables has significant relationship with dependent variable (employee commitment). unexplained. Additionally, the correlation coefficient between the independent and dependent variables is shown by the adjusted R square value.

Table 3 ANOVA Fit model

Model	Sum of Squares	Difference	Mean Square	F	Sig.
1 Regression	41.743	5	8.349	93.728	.000b
Residual	16.568	186	0.089		
Total	58.311	191			

a. Dependent Variable: EC

b. Predictors :(Constant), AIFC, SHWC, OCGS, CO and SI.

Sources: - Survey Data 2023

ANOVA model fit

To determine the significance of the outcome, it is crucial to look at the ANOVA. The ANOVA model result for this study has a statistical significance value of 0.000. This suggests that there is a good chance that the independent variable quality of work life will be able to predict the dependent variable, which is employee commitment. As we seen the above table show that since the sig value is 0.000, there is a statistically significant correlation between the dependent and independent variables at the 1% significant level, indicating that the independent variables are AIFC, SHWC, OCGS, Co, and SI. However, because there is heterogeneity in the impact of Quality of work life dimensions on Employee commitment, not all Quality of work life dimensions have an equal association with Employee commitment, according to the results of multivariate analysis.

4.3. Regression Coefficient

According to Table 4 the greatest beta coefficient for adequate income and fair remuneration was 0.602, which is consistent with a t statistic of 10.004. This means that this dimension of QWL makes the strongest effect in the dependent variable Employee commitment the beta value for social integration was the second highest, which is 0.166 with t-value of 4.212 followed by constitutionalism with beta coefficient of 0.137 and t statistic of 2.175 The beta value for safe and health working condition was 0.096 and t statistic 2.029. The last one opportunity for carrier growth and security with beta value 0.115 and t statistic 2.177 this shows that all quality of work life parameters have a strong influence on employee engagement.

Table 4. Beta coefficient of quality of work life on employee commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error				Beta
1	(Constant)	.966	.096		10.094	.000
	SHWC	.085	.042	.096	2.029	.044
	AIFC	.340	.034	.602	10.004	.000
	SI	.099	.023	.166	4.212	.000
	CO	.092	.042	.137	2.175	.031
	OCGS	.086	.039	.115	2.177	.031

Sources: - Survey Data 2023

Therefore, the model has been summarized in the following manner by using the outputs of SPSS regression coefficients:

$$Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+.....B_KX_K+ \epsilon_i$$

$$EC = 0.966 + 0.85X_1 + 0.340X_2 + 0.099X_3 + 0.092X_4 + 0.086X_5$$

5. Summary of findings

As shown in the table 1 demonstrates that from all-out 192 respondents of the investigation, 63.5% is male and the rest 36.5% is female. Subsequently, the researcher reasoned that the dominant parts of the respondents are female. In the service year, from the respondents 30.2% of them are in the scope of 1 to 3 years, trailed by 27.1% for the scope of under one year, 23.4% for the reach of 5 years and above & 19.3 % for the reach of 5 to 7 years. This indicates that the vast majority of the respondents are 1 to 3 years work insight into the organization. According to the Working field, 74% of the respondents presently working in the organization are under production helper & security department, 7.3% under lower, middle and lower management also the same amount 7.3% production and warehouse supervisor, 6.3% are finance and HR department, 4.2% from quality controller department Whereas 1% of them are from maintenance department Therefore, the Majority of the respondents are working in the production helper and security department Subsequently, many of the respondents are grade 10/12 completed which are 47.4%, followed by 26% of first degree holder ,24% had college diploma and 2.6 % have second degree and above

According to the result of the correlation summary table the significance for each of them has been tested and there is a positive relationship between the dimensions quality of work life parameters and employee commitment or there is significant relationship between dependent and independent variable while independent variable SI has insignificant relationship with AIFC, OCG & CO also the reliability of each variable has been tested and Cronbach alpha for each variables are 0.7 and above which is acceptable.

According to the regression study, employee commitment is positively and significantly impacted by appropriate income and fair compensation, with a coefficient value of 0.602. Employee commitment is also positively and significantly impacted by constitutionalism (coefficient value 0.137), opportunity for carrier growth, and security (coefficient value 0.115). Additionally, according to this data, social integration and safe and healthy working conditions both significantly and favourably affect employee commitment, which has a coefficient value of 0.166 and 0.096 respectively. The results show that every variable significantly and positively affects employee commitment.

The result of the model summary bare that a linear combination of all the independent variables considered under this study predicts ($R^2=71.6\%$) of the variance in the independent variables and the ANOVA result indicated that, the values of R and R^2 gained under the model summary part was statistically significant at ($F=93.728$), the Result show us how much the independent variable can describe the dependent variable employee commitment

5. Conclusions

The research was done in Shemu plc. Which is located in Ethiopia east region Dire Dawa the research was done to investigate the effect of quality of work life parameters on employee commitment since by pilot study there was a gap on employee commitment due to this reason there was a high turnover rate? The primary goal of the study is to look into how employee commitment is affected by the quality of work life. Consequently, the researcher has arrived at the following conclusions based on the study's findings

According to the respondents' demographic profile, the majority of respondent s63.5 percent is female and works in the department of production helper and security department The information gathered showed that a large number of Shemu plc Company workers grade 10/12 completed are more than degree holder, college diploma and secondary degree and above and have one to three years of experience in the company. The correlation analysis shows that the independent variables (adequate income and fair compensation, safe and healthy working condition, opportunity for carrier growth and security, constitutionalism and social integration) have significant relationship with dependent variable employee commitment.

6. Recommendations

Consequently, based on the research findings and analysis made by using the data collected from the respondents the researcher the following remarks concerning the effect of quality of work life

on employee commitment the following recommendation are forwarded based on the research finding there is a gap on employee commitment on Shemu plc. The researcher prioritized his recommendations classification of the five dimensions according to their importance and their positive strength with the participation of employee

Adequate income and fair compensation have the strongest and most positive significant relationship with employee commitment in the case of Shemu Company. Even so, the company has its own pay and benefit schedule, and the study found some disparities in income and issues with compensation. The organization has a weakness of providing sufficient benefits and rewards for those employees with the best performance. The interval of salary revision should also be reconsidered by the organization which should inline goes with inflation and other socioeconomic factors. Safe and healthy working condition is the other dimension of quality of work life which has positive and significant relationship with employee commitment. As it has been demonstrated in the finding of the study, it has a positive significant relationship with employee commitment. The organization can mitigate the situation by availing accommodate and enabling working facilities. It should also provide safety materials based on the need of the employees' respective tasks.

The dimension out of the five that positively and significantly relates to employee commitment is opportunity for carrier growth and security. Based on the results of the need assessment, the company should implement a variety of strategies to support staff career development programs, either internally or through outsourcing. During this procedure, the ability, expertise, and Employees' conduct would be more professional, and they would be prepared and qualified for better jobs and advancements in one's career. Consequently, the company can present itself in an appealing way .by fostering an environment where employees can freely pursue their careers.

Constitutionalism is the other dimension of quality of work life that, according to the study, has a positive significant effect on employee commitment. Although it continues to have an impact on employee commitment. The company needs to reevaluate its ethics, values, and concepts, rules, bi-laws, and other crucial documents that specify the overall operating and all employees are should be treated equally without discriminating their gender age and status.

Additionally, social integration is the fifth dimension of work-life quality and has a positive correlation with employee commitment. The organization should decide on resolution. Establishing a familial atmosphere within the workforce may enhance their feeling of inclusion within the company. One way to improve employee relationships is to set up social committees and arrange

get-together programs that encourage employees to meet each other at social gatherings outside of work

Finally the study is restricted to the five aspects of work-life quality and how they affect employee commitment. There exist additional dimensions that are not included in the study for example (work and total life space, employee engagement and job satisfaction), despite their noteworthy influence on employee commitment. Consequently, this research can be used as an entry point for additional research in the future that concentrates on the other aspects not covered by this one and it is very important to the industry to solve the problem that decrease the commitment of the employees and increase the productivity of the company

Acknowledgment

The author would like to express sincere gratitude to all the employees and management personnel who participated in this study. Their willingness to share experiences and perspectives was invaluable in providing meaningful data for the research.

Conflict of Interest

The author declares that there is no conflict of interest concerning the publication of this article. The study was conducted independently, and no financial, institutional, or personal relationships influenced the design, methodology, or findings of the research.

Reference

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology*. Academic Press.
- Adeyeye, A. &. (2021). Work-Life Balance and Quality of Work Life among Nigerian University Lecturers: An Empirical Analysis. *International Journal of African Higher Education*, 181-197.
- Ahmed, A. &. (2019). The Relationship between Quality of Work Life and Organizational Commitment: A Case Study of XYZ Corporation. . *International Journal of Business and Social Science.*, 45-56.
- Alderfer, C. P. (1972). *Existence, relatedness, and growth: Human needs in organizational settings*. Free Press.
- Allen, N. J. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Occupational and Organizational Psychology*, 69(1), 1-18.

- Appah, & O. (2022). Leadership and Organizational Performance: A Focus on African Organizations. . *African Journal of Economic Review*, 29-47.
- Apuke, O. D. (2017). *Essentials of research methodology and dissertation writing*. Nigeri: Mindex.
- Babatunde, S. O. (2021). Quality of Work Life and Organizational Commitment: A Study of Nigerian University Employees. . *African Journal of Management.*, 117-135.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory. Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Bryman, A. (2015). *Social Research Methods*. . Oxford University Press.
- Chandrasekar, K., & Ramachandran, M. (2012). Quality of work life (QWL) among employees. A literature review. *International Journal of Innovative Research in Science, Engineering and Technology*, 1(2), 85-92.
- Conolly, J., & Viswesvaran, C. (2000). The role of affect a Meta-analysis, personality, and individual differences. 29, 265-270.
- Creswell, a. J. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches*. (5th ed) SAGE Publications.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. . Sage Publications.
- Deci, E. L. (2000). he dark side of free will. *Journal of Personality and Social Psychology.*, 1198-1214.
- Detoni, D. (2001). *Work and health in the manufacturing sector: A comparative analysis of Italy and the United Kingdom*. Manchester: University of Manchester Press.
- Eisenberger, R. H. (1986). Perceived organizational support. *journal of applied psychology*, 71(3), 500-507.
- Emerson, R. (1976). Social exchange theory. *annual review of sociology*, 2, 335-362.
- Endris, E. F. (2020). Nurses' Turnover Intention and Associated Factors in Northwest Ethiopia: An Institution-Based Cross-Sectional Study. . *International Journal of Nursing Sciences.*, 181-1188.
- Fernandez, J. L. (1996). Quality of work life: A comprehensive study. . *International Journal of Management and Business.*, 18-25.
- Flick, U. (2015). *Introducing Research Methodology: A Beginner's Guide to Doing a Research Project*. Sage.
- Ganaba, N. K. (2018). *Organizational Transformation through Leadership Competence: An Empirical Study in the Telecommunication Industry in Ghana*. *Ac.

- Gebbru, A. M. (2018). Employee Commitment in Ethiopia: Antecedents and Consequences. *Management Decision*.
- Geda. (2013). Quality of work life and organizational commitment of employees in Commercial.
- Hackman, J. &. (1979). Motivation through the design of work. *Test of theory organizational behaviour & Human performance*, 16(2), 250-279.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work test of theory. *Organizational Behaviour and Human Performance*, 16(2), 250-279.
- Hernandez, M. (1996). *Work and health in the European Union*. Luxembourg: Office for Official Publications of the European Communities.
- Heshmati, & Adams, J. S. (2016; 1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Heshmati, A. D. (2016). Quality of work life (QWL) research: A bibliometric analysis. *Industrial and Commercial Training*, 48(3), 119-127.
- Holtom, B. C. (2019). Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future. In A. o. *Annals*.
- Hosseini, M., & Musavi, Z. (2009). .The relationship between quality work life and organizational comittment.
- Huang, T. L. (2007). The Effects of Quality of Work Life on Commitment and turn over intention. *Social Behaviour and Personality*, 35(6), 735.
- J., B., & Yashika, S. (2013). Quality of Work Life with Special Reference to Academic Sector. *Research Journal of Management sciences*, 3(1), 14-17.
- John, A. (2007). *Research methods for Graduate Business and Social science students*.
- Johnson, S. K. (2019). Assumption of multiple regression.
- Judge, T. A., & Larsen, R. J. (2001). Dispositional affect and job satisfaction: A review and theoretical extension *organizational Behaviour and Human Decision Processes*, 86(1), 67.
- Kacmar, K. M. (2018). Perceptions of Organizational Politics: An Analysis of Antecedents and Consequences. *Journal of Management*, 93-116.
- Ladzani, W. M. (2020). Work-Life Balance, Job Satisfaction, and Turnover Intentions among Information Technology Professionals in South Africa. . *Journal of Organizational Psychology*., 101-112.
- Lau, T. Y., Wong, K. C., & M., L. (2001). Information technology and the work.
- Maimunah, & S, R. G. (2008). Constructs of quality of work life: A perspective of information and technology professionals. *European Journal of Social Sciences*, 7(1), 58-70.

- Maimunah, I. &. (2021). Quality of work life: An antecedent to employee turnover intention. .
Journal of Organizational Behavior., 45-64.
- Maslow, A. H. (1943). A theory of human motivation. Psychological Review.
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. Journal of Indian Business Research, 5(2), 76-96.
- Meyer, J. P. (2019). Commitment in the workplace: Theory, research, and application. . Sage Publications.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61-89.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace. Toward a general model Human Resource Management Review, 11(3), 299-326.
- Mohammadhu, K., & I., A. G. (2018). The Impact of Quality of Work Life on Organizational Commitment with Special Reference to Department of Community based Corrections. Global Journal of Management and Business Research, 18(1), 26-28.
- Mowday, R. T. (1979). The measurement of organizational commitment. . Journal of Vocational Behavior., 224-247.
- Noushin KamaliSajjad (2013). (2013). Studying the Relationship between Quality of work life and Organizational Commitment. Research journal of recent Sciences, 3(2), 125-254.
- O'Reilly, C., & Chatman, J. (1989). People and organizational culture. profile comparison approach to assessing person-organization fit. The Academy of management, 34(3), 487-562.
- O'Reilly, C. A. (1989). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on commitment to the organization. . Journal of Applied Psychology, 492-499.
- Osibanjo, A. O., Falola, H. O., Akinbode, J. O., & Adeniji, A. (2015). An Assessment of Workplace Deviant Behaviours and Its Implication on Organisational Performance in growing Economy. Journal of Organizational Psychology.
- Pallant, J. (2016). SPSS Survival Manual. McGraw-Hill Education.
- Parvar, M. A. (2013). Effect of quality of work life on organization commitment. international journal of academic research in business and social sciences, 3(10), 135-165.
- Rathamani, P., & Ramchandra, R. (2013). A study on quality of work life of employees in Textile Industry -Sipcot, Perundurai. IOSR Journal of Business and Management, 8(3), 54-59.
- Rathi, N. (2017). Quality of Work Life. A Conceptual Study Journal of Management Research and Analysis, 4(3), 156-160.

- Rathi, P., & Renu Rastogi, S. G. (2016). Quality of Work Life. *A Comprehensive Review*, 5(7), 39-44.
- Risla, & I. (2018). Assessing the relationship between quality of work life and employee commitment: A study of Indonesian public sector employees. *International Journal of Business and Management.*, 1-10.
- Risla, M., & Ithrees, A. (2018). The Impact of Quality of Work Life on Organizational Commitment.
- Rousseau, D. (1989). psychological and implied contracts in organizations. *employee responsibilities and rights journal*, 2(2), 121-139.
- Sajjad, N. K. (2014). Studying the Relationship between Quality of work life and Organizational Commitment. *Research Journal of Recent Sciences*, 3(2), 92-168.
- Sharma, A. S. (2023). The impact of quality of work life on employee commitment: A review of the literature. *International Journal of Human Resource Management*, 2345-2370.
- Singh, A., & Gupta, B. (2015). Job involvement, organizational commitment, professional commitment, and team commitment. *Benchmarking. An International Journal*, 22(6), 1192-1258.
- Smith, J. A. (2020). Employee Commitment and Job Performance: A Meta-analysis. *Journal of Applied Psychology.*, 497-516.
- Tamiru, M. A. (2020). Work-Life Balance and Employee Performance: A Case of Commercial Bank of Ethiopia. *Journal of Work and Organizational Psychology.*, 21-28.
- Teshome, & M. (2022). Ethiopia's Emerging Economy: Opportunities and Challenges in a Dynamic Industrial Sector. *International Journal of Business, Economics, and Management.*, 129-142.
- Timossi LD, P., & LA., P. (2008). Evaluation of quality of work life: An adaptation from the Walton's QWL model. *Proceeding of the XIV International conference on industrial engineering and operations management*.
- Timossi, C. e. (2009). The role of training in the labour market: Evidence from the Italian survey of earnings. *IZA Journal of Labor Economics*, 1-25.
- Tzabbar, D. &. (2021). Employee Silence about Change: The Role of Internal and External Change Agents. *Journal of Change Management.*, 467-492.
- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment*, 8, 216-226.
- Walton, R. (1974). QWL Indicators: Prospects and Problems. *A symposium on social*.
- Walton, R. E. (1973). Quality of working life. What is it? *Sloan Management Review*, 15(1), 11-21.

Woldie, M. &. (2018). Factors Associated with Job Satisfaction among Nurses in Sidama Zone Public Health Facilities, South Ethiopia. . *Journal of Nursing & Care.*, 424.

World Health Organization. (2022). Safe and healthy working conditions: A foundation



Harla Journal of Sustainable Development in Business and Economics gives access to this work open access and licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

([Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/))