

**INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEES' QUALITY OF
WORKLIFE AND COMMITMENT AT DEVKI STEEL MILLS LIMITED-
RUIRU**

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DECLARATION

This research project is my original work and has not been presented for any other examination body.

Signature.....Date.....

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SUPERVISOR

This research project has been submitted for examination with my approval as the University of Nairobi supervisor

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DEDICATION

I dedicated this project to my dear family, the Lingulis' whom I love very much and to my best and closest friend Davie. I want to thank them for their encouragement, emotional and financial support throughout my study. May God bless you abundantly.

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ABSTRACT

To increase in the production of any organization, overall job satisfaction, quality of work life and organizational Commitment plays an important role. These are all closely related to each other and very important for an organization production and growth. Psychologist and human resource management practitioners are widely researching in organizational commitment and quality of work life areas. The purpose of this study therefore was to determine the influence of work environment on employees' quality of work life and commitment at Devki Limited- Ruiru. The research is expected to benefit Human Resource Specialists, other institutions and researchers. The research also looked at the past studies that have been conducted relating to work environment, quality of work life and commitment, the gap is also identified and a research question posed in chapter two. This study employed the descriptive research design and the source of data used was primary data. Primary information was obtained by use of questionnaire that were filled by respondents. The researchers utilized both structured and open ended questionnaires to gather data from the targeted permanent blue collar employees at Devki Steel Mills Limited. Data was analyzed by use of distribution tables, bar charts, pie charts. From the data collected it is evident that work environment does influence the quality of work life of employees and commitment. The researcher proposed some recommendations and suggested further areas of study.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence.

Companies in different industries have always strived for success, however earlier it was defined mostly in the amount of profit they received from business activities. Nowadays, the concept of long-term success has a far broader meaning, including the idea of sustainable development as a part of goals of the company Hollensen (2004). It means that companies no longer concentrate only on profit and other material motives. These days, in order to stay competitive in the market, the focus should be established on other areas of the company as well. These areas include environment-friendly entrepreneurship, corporate social responsibility, customers' satisfaction, expedient supply chain management including development of logistics, information flows, information technologies, and efficient Human Resource Management Dicken (2003). It does not mean that entrepreneurs should underestimate the importance of gaining profit; numbers still play a great role in companies' business, however quality of operations has become more important than it was before.

One of the reasons for the above is the fact that the market is getting more and more complex due to changes in the business environment where employees' effectiveness becomes one of the most important prerequisites for success. As a result of these changes more pressure is put on human resource management, since it is more crucial than before to develop the right knowledge and skills of companies' employees. These are employees who are engaged in the profit gaining activities of business. They have certain influence on customers' satisfaction; produce sales goods with certain levels of productivity. As a result of a great number of activities, they lead the company towards its success or failure.

Cascio (2003), states that human capital is becoming crucial for business success. "There exists a substantial number of research evidence showing a strong connection between how firms manage their people and economic results they achieve" Cascio (2003). Thus Human Resource Management is receiving enormous popularity these days, and as companies start to take more care of their employees, they have realized employee's value to a much greater extent than before, perceiving them not only as workers but as valuable resources. Human Resource Management try to develop and allocate them in the best possible ways in order to achieve long-term goals; they provide them with many benefits and good environments that would boost employee's quality of life and commitment.

The world of human resource management has never been as complex and challenging as nowadays Cheatle (2001). Cascio (2003) states that the Human Resource Management related functions include planning, staffing, training, retention, development and adjustment. However, they should be seen not only as trivial work, but as activities "adding value" to the organization's bottom line, generating its profitability and effectiveness Cheatle (2001). In order to increase work effectiveness and performance, it is important to address a number of issues, including providing good work environment for the employees, making them feel satisfied with their job, and increase their well-being, quality of work life and commitment.

1.1.1 Work Environment

Aside from the job scope itself, one factor that significantly influences how employees feel about work is the environment. By work environment, I mean everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, room for personal development. A work environment is any location in which people perform work for money. Employees look for enabling work environment to ensure best contribution towards achievement of goals Ivan Illich's (2007).

Work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happy. A bad work environment is a location where the worker feels under-appreciated, threatened or unsettled. Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day .A healthy work environment not only benefits employees through improved health and wellness but also benefits customers, shareholders and communities Barnes, Bimrose and Brown, (2008). Happy employees create happy customers which produce business results.

Nyhan et al, (2003) states "one of the keys to promoting learning organizations is to organize work in such a way that it is promotes human development. In other words it is about building workplace environments in which people are motivated to think for themselves so that through their everyday work experiences, they develop new competences and gain new understanding and insights. Thus, people are learning from their work – they are learning as they work."If one is looking for a new job, then assessing the work environment is a crucial step you shouldn't skip. After all, this is the place you might be working at in future and you wouldn't want to be dragging yourself to work every single morning.

1.1.2 Quality of Work Life

Bumin *et al.* (2008) define the quality of work life as an overall sense of well-being with a strong relation to a person's health perceptions and ability to function. Quality of work life is the favorableness or unfavorableness of job environment for people. It's the quality relationship between employees and the total working environment. The basic purpose is to develop work environment that are excellent for people as well for the work culture of the organization. Many experts define quality of work life as "a process of joint decision making, collaboration and building mutual respect between management and employees". Quality of work life is a multifaceted concept, implying the concern for the members of the organization irrespective of the level the level they belong. QWL covers a person's perception or feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationship and intrinsic meaning in a person's life.

Quality of work life is a concern not only to improve life at work, but also life outside work. It is nothing but having a work environment where an employee's activity become more important, this means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belongingness, development and external rewards Mesut (2006).. After Industrial Revolution, the importance of human factor reduced because of the vast mechanization. Various problems like job dissatisfaction, boredom absenteeism and lack of commitment came up. Simply speaking, through quality of work life the people involved get a sense of satisfaction in their work. Work then becomes not a burden but a means by which the abilities of a person can find expression. Quality of Work Life is just humanizing the work.

1.1.3 Employee Organizational Commitment

Herscovitch (2001) defined commitment as a force that binds an individual to a course of action. A committed employee is a valuable asset to the company as he contributes his maximum skills and knowledge, in the process of maintaining human relations. Commitment is defined as the relative strength of an individual's identification with, and

involvement in a particular organization "Until one is committed, there is hesitancy, the chance to draw back; it takes a deep commitment to change and an even deeper commitment to grow." --Ralph Ellison. Commitment is the degree of an individual's relations and experiences as a sense of loyalty toward one's organization. In addition to loyalty, commitment encompasses an individual's willingness to extend effort in order to further organizations goals and the degree of alignment the organization has with the goals and values of the individual Mowday, Et. Al (1979). Organizational commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer (The Pennsylvania State University, 2011). Allen and Meyer (1996) have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization.

Due to the fact that the theory of work commitment is highly interrelated to organizational performance it is the second most commonly studied job attitude in psychology (The Pennsylvania State University, 2011). It affects all organizations at some level and enables companies to evaluate issues like turnover during times of varying economic stability. Work commitment has been defined as the relative importance between work and one's self Loscoco (1989). Work commitment is seen as being constructed of a person's adherence to work ethic, commitment to a career/profession, job involvement, and organizational commitment Morrow (1993). All of these attitudes interact to shape the conceptual framework of each individual's work commitment.

Commitment is also related to job involvement and the level of job involvement that an individual has. Commitment is most difficult and most readily proven during tough times. How someone weathers the storms most clearly demonstrates their basic beliefs. In antiquity, Epicurus stated: "...a captain earns his reputation during the storms." When your competition scores big against you, when the money dries up, or when the glamour of success wears off, this is when it is easiest to compromise your commitments. The real test comes when you can hold the line against the easy route of compromise. Fortunately,

paying the price that commitment commands has payoffs worth the cost - a reputation for integrity and, even more important, the commitment others in return. Commitment is a two-way street. You only get it if you are willing to give it.

1.1.4 Devki Steel Mills LTD

DEVKI STEEL MILLS LTD is the fastest growing Steel Industry in East Africa established in 1994, it's located in Nairobi, Kenya with its headquarters in Ruiru town. Company is working in Engineers, Steel Products business. The policies implemented by founder Mr. Narendra Raval (Guru) – EBS gives firm guidelines to be followed in dealing with associates, vendors and most importantly the valued customers. Devki Steel Mills Limited is always one step ahead in comparison to its competition by attaining the Kenya Bureau of Standards Diamond Mark of Quality and offers the complete range in steel products such as: barbed wire, weld mesh, BRC, binding wire. Devki Steel produces the basics elements that have resulted in their success. The policy focuses on providing services greater than our clientele's prospect. Devki Steel holds on to the maximum principles of health, safety and the environment as well as supporting the growth of their esteemed team. Significantly, the policy reacts to key market trends with potential growth which highlights the significance of its overall business as well as manufacturing of various goods. (<http://devkigroup.ke.com/steel/>)

1.2 Research Problem

The working environment and working conditions of worker is equally important to that of capital and organization to promote sustainable development. Historically, work has occupied an important place in the life of human beings. How people have thought and felt about the working experience has also been an age old concern for both workers and managers. A positive work environment is not only important for our physical, mental and emotional health, but is also important for the results that we produce for the company. The better we feel at work, the more likely we will take pride in our job activities and be loyal towards our place of employment. In today's global economy Employee commitment to the organization is a crucial issue in today's market no organization in today's competitive world can perform at peak levels unless each

employee is committed to the organization's objectives and works effectively. Quality of work life has come to the fore in contemporary debates largely because in affluent societies the excessive demands of work are perceived to present a distinctive issue that needs to be addressed. In today's workplace, employees face more ambiguity in their daily activities and decreased job security Bergmann, Lester, De Meuse & Grahn (2000). With no assurance of continued employment, workers have now raised their expectations in other areas.

Being the fastest growing Steel Industry in East Africa, Devki Steel Mills limited policy focuses on providing services greater than our clientele's prospect and holds on to the maximum principles of health, safety and the environment as well as supporting the growth of their esteemed team. This study focused keenly on the blue collar workers of the company to find out if the safe environment provided to them promoted quality of work life and the overall commitment

Hosseini and Musavi (2009) studied the relationship of Quality of Work Life with organizational commitment and its dimensions in the staffs of Isfahan Body Training Organization. The results showed that there is a significant relationship between Quality of Work Life and organizational commitment; however, there is not a significant relationship between dimensions of life quality, fair and enough payment with affective commitment and normative commitment. Askari et al (2003) studied the relationship between organization commitment and mental health and their comparison in high school managers of governmental and non-governmental schools of Isfahan. The results showed that there a relation between organization commitment and mental health of managers of high schools. Ashrafi (1995) clarified the effective factors on organizational commitment of managers and staffs of East Alborz Coal Co. The results showed that there is a direct linear relation between job satisfaction of managers and staffs. Ghasemi (2000) studied the effect of QWL on productivity of human force. The results showed that there is a direct and significant relationship between QWL and productivity of human force; that is, the more we invest on creation of QWL system, the more the organizational productivity. There seems to be a relationship between quality of work life and commitment, however

from the various past studies scholars have not shown any significant relationship between work environment, quality of work life and commitment, this research therefore seeks to answer the question: Is there a relationship between work environment, quality of work life and employee commitment?

1.3 Research Objective

To determine the influence of work environment on employees' quality of work life and organizational commitment.

1.4 Value of the Study

This study will inform human resource specialists the importance of creating an enabling environment to the employees'. It will shed some light to various organizations on the importance of having committed employees' with great work life quality. Such information would therefore be useful in ensuring there is smooth transition and that employees' work environment is enhanced thus increasing quality of work life and job commitment.

The study will also add to existing literature on work environment, factors that are likely to cause lack of employee commitment at work and measures that can be taken to ensure employee quality of work life.

This study will be useful to other researchers in carrying out other related researches; it would give them insights on what has been left out to be able to fill the gaps left.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents the previous research that is relevant to the study's focus. The discussion on empirical literature is reviewed in all topical aspects. The major approaches within each field are reviewed.

2.2 Work Environment

The working environment is an important determinant of employee well-being. Work tasks are made of sequences of actions, carried out to achieve certain goals Warr (2002). Good skills of employee enable them to operate efficiently with respect to goals of the work. The work environment is a significant factor that should not be underestimated. Warr (2002) states that environmental pressures may sometimes cause problems for skilled performance, resulting in impaired quantity or quality of working output, or, for example, mistakes in decision making. Thus, it is important to take into consideration the environment in which employees operate.

The physical work environment factors have not been focused enough upon by previous research. However, it is significant to explore them since working environment is not only related to job performance; they are also one of the major factors of stress. If the constructive work environment is not provided or provided insufficiently, it has a negative effect not only on the on the ability to perform but also on the quality of life. In this situation, even though the employee feels job satisfied and performs at a permissible level, his/her general level of commitment and quality of life might not be that acceptable Wicks (2006).

Deming (2000), states that if an employee does not have clear guidelines, confusion can arise on how to handle the job. Employee might do what is expected (according to the guidelines) and feel satisfaction from performing, but still not feel good due to a very

confusing environment, with instructions not being clear or being changed frequently. Thus, his\her commitment decreases Deming (2000). In addition to the internal factors that affect employee performance, other factors that relate more to the external environment determine the adequate performance of the employees. Work conditions are an example of the external environmental factor that influences the level of performance. There are various working conditions that people work under; some employees work indoors other outdoors. Some are exposed to intensive noise, heat, cold, different schedule times, and high risk of injury/illness Muchinsky (1993).

The theory of work adjustment acknowledges that the correspondence between person and environment may not be perfect, perhaps because the person chose the wrong career or the employer chose the wrong candidate. Even a good correspondence may change over time. The person's skills might develop so that they outgrow their role or their priorities may change because of non-work commitments. The nature of the job or the nature of the rewards an employer is able to offer may also change. The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements and/or values and reinforces. Flexibility will vary from individual to individual and from environment to environment. Internal factors, such as personality or organizational culture, will influence the level of flexibility, as will external factors, such as the availability of alternative options. When the lack of correspondence is so great that flexibility is no longer viable.

Deming (2000) describes that the physical work environment can cause stress which hinders Employees' from performing at the desired level. This could be, for instance, the lack of the right tools or the breakdown of a computer system making it impossible to use. Briner (2002) states that, work environment is a main cause that affects both the physical and psychological well-being. The work environment can be physical such as equipment, heat, noise, or lightning, and it has been shown that this influences a number of psychological processes. Previous UK studies report registered nurses' perception of the working environment using the Work Environment Scale. There are different causes of stress as Greenberg (2003) concluded that workplace stress comes in many forms.

Stress may be caused by occupational demands, role ambiguity, role conflict or role judging. Moreover, illness is another major cause of stress. Catching a cold, breaking an arm, and a sore back all cause stress Burns (1990). Smith (1989) asserted that environmental factors also can cause stress. Dangerous working conditions may influence not only employees' productivity and work outcomes; they also generate stress which leads to a lower job satisfaction or even an increase in personnel rotation Muchinsky (1993).

2.3 Quality of Work Life (QWL)

From the view of Mesut (2006) Quality of Work Life is defined as a method or approach that uses special techniques to improve and modify work. Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones. A high quality of work life is essential for organizations to continue, to attract and retain employees Sandrick (2003). Greenberg and Baron believed that quality of life is one of the most well-known alternatives for organizations in the procedure of performance and is designed through participating individuals and members in decision makings.

“Quality of work life” is a process by means of which all members of an organization participate in making decisions influencing their occupation in particular and their working environment in general. As the result, they experience more of job involvement and satisfaction and less of job stress. Indeed, quality of work life indicates a kind of organizational culture and management style that bring sense of ownership, self-sufficiency, responsibility and self-esteem. Low quality of work life means that job is viewed by a given employee as a means of satisfying economical needs and wants. An employee of such thought reveals little loyalty to his organization and is forced to initiate some other work to compensate the existent shortages Gholami (2009).

Since 1979, work life quality has effectively been paid attention to as the result of a great reduction in the American industries' competitiveness against Japanese rivals. This reduction led to the investigation of managerial methods used in other countries and to

explanation of their productivity plans in order to study effectiveness of the development of work life quality Gholami (2009). The research evaluation of work life quality based on the opinions of employees of Assets and Economical Affairs General Office of Isfahan city by Rafiei (2000) suggests that employees' job involvement, job progression, problem solving, relationships in the organization, job security, salaries and allowances, and degree of being proud of their job all are of the average level. However, the under study employees' work willingness and motivations have been above the average. The study reveals that the above organization's current work life quality has not generally been satisfactory according to the employees' opinions. Another research titled examination of the factors affecting work life quality of the employees of Defense Industries Research and Training Institute was conducted by Ghaempanah (2001). Analysis of the data obtained from the employed questionnaires indicates that the pattern intended by Walton to promote work life quality of the Institute's personnel has been effective.

Quality Work Life is multi-dimensional; it indicates the overall satisfaction in an individual's work life which leads to a balanced work-life. It gives a sense of belonging to the organization, a sense of being their-self and includes a sense of being worthy and respectable Morin et al., (2003). There is a substantive list of studies pertaining to Quality Life, which asserts that Quality Work Life has a positive and significant relationship to organizational commitment Ashoob (2006). Quality Work Life also significantly influences the non-working life of an individual and is also a major predictor of psychological, health wellbeing and also for life satisfaction Martel & Dupuis, (2006); Sirgy et al., 2001; Srivastava (2008); Wilson et al., (2004). Glasier (1976) thinks that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together. In order to improve the job satisfaction and commitment of employees determining the Quality Life is an important consideration for employers Normala (2010).

Quality of Work Life is meeting different needs of staffs including social needs, need to esteem, need to use skills Chang & Tang (2009). Confidence about Quality of Work Life is one of the best methods to attract and preserving talent staffs and to obtain better performance in an organization Salmani (2005). Ghasemi (2000) studied the effect of QWL on productivity of human force. The findings of Jamshidi (2000) by ranking Quality of Work Life indices showed that fair and enough payment, lawfulness in organization, social role of work life, and safe and healthy work environment had lower marks by evaluation of the related indices. The results of Shahbazi (2007) showed that social integration and cohesion and general space of life had most relations with job performance. Also, fair and enough payment and growth opportunity and continuous security had least relation with job performance.

Fernandes (1996), the concept of quality of working life include, beyond legislative acts protecting the worker, the attendance to the necessities and aspirations of the human beings, focused in the idea of humanizing the work and in the social responsibility of the company. Walton (1973) apud Pereira & Labegalini (2002) stands out that Quality of Work Life is used to assign innovative experiences carried through the attempt to rescue "ambient and humanistic values neglected by the industrial societies in favor of the technological advance, the industrial productivity and the economic growth"; and "attendance of the necessities and aspirations of the workers, including aspects related to a bigger participation of the employee in the decisions, orienting itself in direction to the industrial democracy, to the humanization of the work, emphasizing the social responsibility of the companies".

2.4 Employee Organizational Commitment

The concept of organizational commitment derives from an article "The organization Man" written by Whyte (1956). Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Grusky (1966) relates commitment with "The nature of the relationship of the member to the system as a whole". Kanter (1968) defines commitment as "The willingness of social

actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations which are seen as self expressive". Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. Biljana Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors.

Recently increasing studies have been scrutinizing such other types of commitment as "commitment to union," "commitment to occupation," and "commitment to occupational route and strategy," among others. Managers should maintain their employees' commitment and loyalty to the organization. To do so, they should involve employees more in decision making and also provide an acceptable level of job security so that the employees' commitment and loyalty enhance Morhad (1995). To increase in the production of any organization, overall job satisfaction, work motivation and organizational Commitment pays an important role. These are all closely related to each other and very important for an organization production and growth.

Meyer & Herscovitch (2001, p. 301) defined commitment as follows: "Commitment is a force that binds an individual to a course of action that is of relevance to a particular target". Two theories have presented differentiated views of organizational commitment. First, O'Reilly and Chatman (1986) used Kelman's (1958) typology to distinguish three forms of organizational commitment, including identification with the organization, internalization of the organization's values and compliance. Gagne', Boies, Koestner, and Martens (2004) predicted that affective commitment would be facilitated by employees' autonomous motivation. Motivation is a human psychological characteristic that contributes to a person's degree of commitment Stoke (1999). Commitment theorists have historically focused more on explaining employee retention or turnover. The latter has clearly changed, however, as is evident in Meyer and Herscovitch's (2001) model where predictions are made concerning the effects of commitment on any behavior (focal or discretionary) of relevance to the target of that commitment.

Allen & Meyer (1990); Meyer & Allen (1997) developed a widely accepted commitment framework in which people develop affective, continuance, and normative commitments conceptualized such that employees may form strong attachments on none, some, or all three dimensions. Research on this model grows each year, and a substantial body of scholarship supports the construct validity of their measures Allen & Meyer (1990, 1996); Cohen (1996); Meyer, Allen, & Gellatly (1990). Commitment is a more responsive approach by an organization. Workplace may create greater feelings of belonging, esteem, satisfaction and commitment Green & Heywood (2007). Organizational commitment is considered to be one of the foremost important and crucial outcomes of the human resource strategies. Employee commitment is seen as the key factor in achieving competitive performance sahnwaz & juyal (2006). Significant relationship has been identified between job satisfaction and organizational commitment Narimawati(2007). Sarmad (2007) also tried to determine the level of influence job satisfaction facet will have on the organizational commitment.

Porter *et al.* (1974) defines the commitment as acceptance of organizational values and involvement in the organization. They further introduce measurement criteria of the organizational commitment as motivation, willingness to continue the work and acceptance of organizational values. According to Chatmn & Avrayly (1968), the organizational commitment is support and affection unity with a given organization's objectives and values for the sake of the organization itself and away from any instrumental values i.e. a means of achieving other objectives. Ranjbarian (1996) views the organizational commitment as positive or negative attitudes of employees towards the organization (rather than the job) in which they are working. When organizationally committed, the employee reveals a strong sense of loyalty through which he identifies the organization Estron (1998). "Although, there are many different definitions for commitment, each of them covers three aspects including; emotional dependency, specification of costs, and feeling of commitment" Omidvar (2001).

Wiener defined commitment as a collection of internal emotional pressures that would result in people to act in a way that they met the objectives and interests of their organizations. He also stated that they treat in such a way because they believed that they did the moral action. “Although, commitment as an obligation has not been able to establish itself, it has been able to, at least, be equal with it by the use of continues behavioral pattern” Nazari (2005). A large numbers of studies have been conducted to investigate the concept of organizational commitment (OC). Still, commitment is the most challenging and researchable concept in the fields of management, organizational behavior. According to Bragg (2002), employee commitment is dependent on three drivers, namely fairness, trust and concern for employees. If employers wish to build commitment, they should create an environment of fairness, trust, care and concern by acting consistently in ways that employees perceive as fair, trusting and caring.

2.4.1 Dimensions of Commitment

Meyer and Allen (1984, 1990, and 1991) described three dimensional model of commitment: Affective, Continuance and Normative. He said Affective Commitment is based on how much individual ‘want’ to remain in the organization. Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Continuance commitment based on individual having to remain with the organization lost their previous investment before gone. Normative Commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization.

2.4.1 Affective Commitment

Several studies, describe the term commitment as an affective orientation of the employees toward the organization. Employees with affective commitment continue service with organization because they *want* to do so, apart from its purely instrumental worth argues by Buchanan (1974). Porter and Monday et al. (1979) describe affective approach as “the relative strength of an individual’s identification with and involvement in a particular organization. Therefore, an individual who is affectively committed or emotionally attached to the organization, believe in the goal and values of the

organization, works hard for the organization and intend to stay with the organization. Mowday et al (1982). Meyer & Allen (1996) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings such as approachable managers, increasing their sense of competence such as feedback. The development of affective commitment involves recognizing the organization's worth and internalizing its principles and standards Beck & Wilson (2000).

2.4.2 Continuance Commitment

Kanter (1968) defined continuance commitment as "cognitive – continuance commitment as that which occurs when there is a profit associated with continued participation and a cost associated with leaving". When employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because lack of alternative opportunity or awareness of the costs associated with leaving the organization. The cost associated with leaving includes attractive benefits, the threat of wasting the time, effort spends acquiring, disrupt personal relationship. This was more appropriately defined by Allen & Meyer (1990) they proposed that continuance commitment develops on the basis of two factors, i.e. number of investment (side – bets) individuals make in their current organization and perceived lack of alternatives. This investment can be anything that the individual considers valuable such as pension plans, organization benefits, status etc that would be lost by leaving the organization, which makes them stay with their current employers Meyer & Allen (1984). Similarly, lack of employment alternatives also increases the perceived costs associated with leaving the organization and therefore increase the continuance commitment of employees to the organization Allen & Meyer (1990). Meyer and Allen (1991) also specified that an individual who's most important connection with the organization is based on continuance commitment stay with the organization simply because they have no choice.

2.4.3 Normative Commitment

Normative commitment develops on the basis of earlier experiences influenced by, for example family-based experiences (parents that stress work loyalty) or cultural experiences (sanctions against “job-hopping”) Allen & Meyer (1996). Normative commitment can increase through beliefs that the employees have that employers provide more than they can give. The normative aspect develops as individuals’ perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the years March & Mannari (1977). So normative commitment/obligation seen as a result of the receipt of benefits (which encourages a feeling that one should reciprocate and/or acceptance of the terms of a psychological contract.

2.5 Relationship between Work Environment, Quality of Work Life and Employee Organizational Commitment

Sharma, anuradha, Pandey P.N, (1995) Quality of work life has been defined as “The quality of relationship between the employees and the total working environment”. QWL is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness. From the view of Mesut (2006) Quality of Work Life and its improvement has a logic that is 65% of useful lives of humans are spent in their work environment. Sengupta, Palas R. and Sadique, Zafor, (2001) Quality of Work Life is the shared responsibility not only of the management and employees, but also by the society. To improve Quality of work life is first to identify and then try to satisfy employee’s important needs through their experience in their working environment. Depending upon the situational requirements, management may select the relevant needs of the employee’s to improve them with a short term plan. There is a significant association between quality of work life total and quality of life in work environment. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations.

Lau (2000) compared performance of companies known as having high working life quality with another company performance. Their examination result showed that the quality of working life is an important factor in determining studied companies performance level. Hua (2006) in a study entitled (examination of relation between working life quality of governmental organizations formal authorities and work pressure and their vocational satisfaction) concluded that there is a relation between these authorities working life quality and their work pressure. There is a relation between working life quality and vocational satisfaction and there are relation and correlation between work pressure and vocational satisfaction. He insisted that not only there is a positive relation between working life quality and vocational satisfaction, but also working life quality has a positive impact upon decrease of vocational pressure and vocational satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research design, study of population, data collection, data analysis and reporting are covered in this chapter. This section therefore focused on the way the study was carried out in order to fulfill the objective of the study.

3.2 Research Design

The research design employed in this study was descriptive. The purpose of descriptive research is to give an accurate description of persons, events, and situations Saunders et al (2007)

3.3 Target Population

Mugenda and Mugenda (2003) describes target population as the complete set of individuals, cases or objects with some common characteristics to which the researcher wants to generalize the results of the study. The study targeted 50 blue collar and permanent employees at Devki steel mills limited. (<http://devkigroup.ke.com/steel/>).

3.4 Data Collection

The researcher used primary data. In this case, the primary data was collected using open-ended, self-administered questionnaires. According to Mugenda and Mugenda (1999) open-ended questions are simple to formulate and flexible.

3.5 Data analysis

Descriptive statistics, especially, frequencies, mean scores, standard deviation and percentages were applied to establish patterns and trends that made it easier for researchers to understand and interpret implications of the findings. Presentation and reporting of Data was analyzed using tables, bar charts and pie charts. According to Ware et al. (1999), these methods are reliable in drawing useful conclusions. Person's correlation analysis was used to establish relationship between work environment, quality of work life and employee organizational commitment.

3.6 Validity and Reliability

The reliability of the instrument was achieved by designing an appropriate questionnaire and before the actual exercise of data collection, carried out pre-testing to check on the consistency of questions. According to Aluvio J, (2005) pilot testing reveals if the anticipated data collection and analytical techniques will be appropriate. Validity verifies the accuracy and reliability of the questionnaire as the instrument used by the researcher.

CHAPTER FOUR

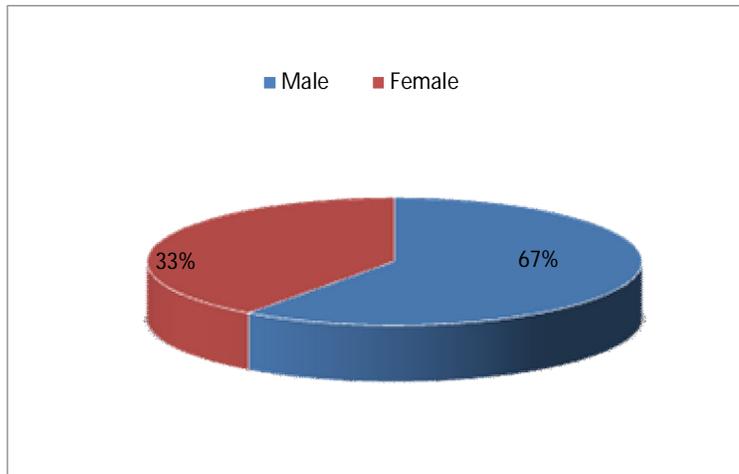
DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted a sample size of 50 respondents from which 45 filled in and returned the questionnaires making a response rate of 90%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

4.2 Demographic Information

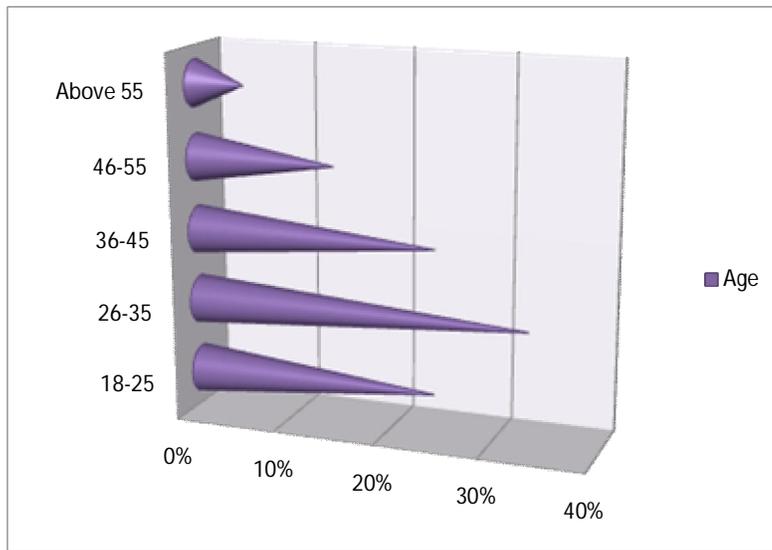
Figure4.1: Gender composition of the respondents



Source: Author (2013)

The study sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent as shown by figure 4.1, 67% were males whereas 33% of the respondent were females, this is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender bias.

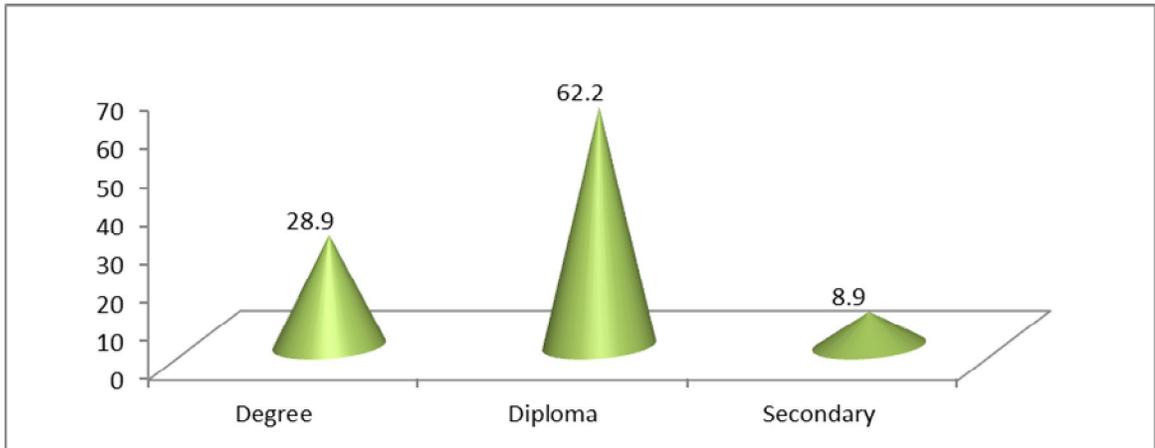
Figure4.2: Classification of respondents by Age distribution



Source: Author (2013)

The study requested the respondent to indicate their age category, from the findings, 33% of the respondents were aged between 26 to 35 years, 24% of the of the respondent indicated they were aged between 36 to 45 years, 14% of the respondents indicated were aged between 46 to 55 years, 5% of the respondents indicated that they were aged above 55 years. Whereas 24% of the respondents indicated that they were aged 25 years and below, this is an indication that respondents were well distributed in terms of their age.

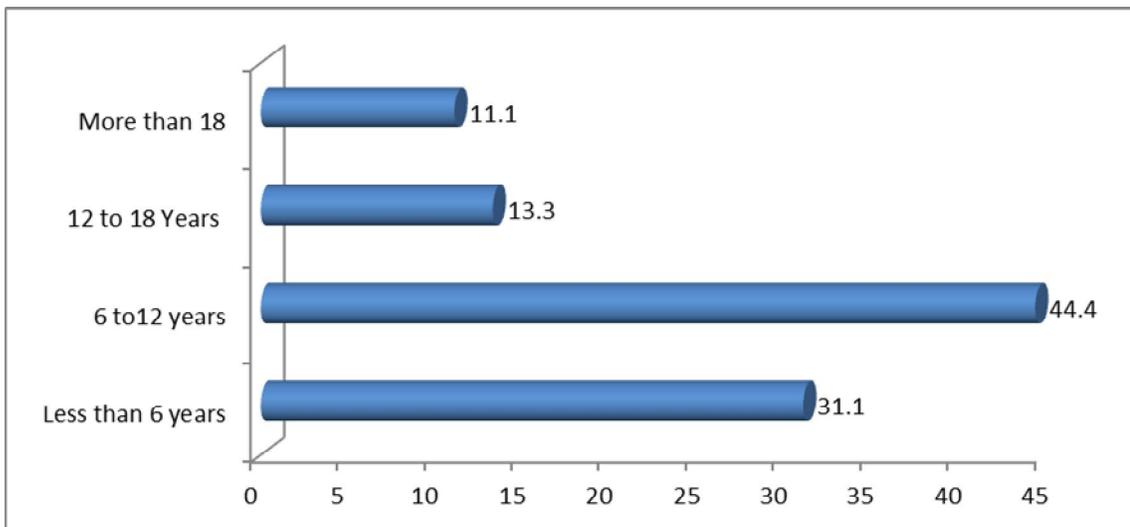
Figure4.3: Distribution of respondents by highest level of Education



Source: Author (2013)

The study requested the respondent to indicate their highest level of education. From the findings it was established that 62.2% of the respondent indicated their highest level as diploma, 28.9% of the respondent indicated their highest level as degree, whereas 8.9 % of the respondents indicated their highest level as post graduate. This is an indication that most of the respondents focused in this study had college diploma certificates as their highest level of education.

Figure4.4: classification of respondents by length of service in the company



Source: Author (2013)

The study requested respondent to indicate the number of years they had served for. From the findings the study established that 44.4 % of the respondents had worked for a period of raging between 6 to12 years, 31.1% of the respondent indicated that they had worked for a period raging between 0 to 6 years 13.3% of the respondents had served for a period raging between 12 to 18 years, and finally 11.2 % of the respondents indicated to had worked for a period of more than 18 years, this implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.3 Work Environment

Table4.1: Statements relating to work environment

Statement	Strongly agree	agree	Neutral	disagree	Strongly disagree	Mean	Std deviation
Companies policies and procedures are clear to me	1	2	3	30	9	3.96	0.27
The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good	1	2	1	33	8	3.98	0.31
Individual differences are respected here (e.g. gender, race educational background)	0	0	2	36	6	4.00	0.34
My workplace is safe	0	0	0	31	14	4.31	0.30
have all the information I need to do my job effectively	1	1	3	35	5	3.91	0.33
I have the resources I need to do my job well	0	0	2	37	6	4.09	0.35

Source: Author (2013)

The study sought to determine the level at which respondent a agreed or disagreed with the above statements , from the findings the study established that majority of the respondents disagreed that, the workplace/ environment is safe as shown by mean of 4.31, there are adequate resources need to do the job well as shown by mean of 4.09,

Individual differences were respected at workplace as shown by mean of 4.00, The physical working conditions as shown by a mean of 3.98, Companies policies and procedures are clear to employees as shown by a mean of 3.96, and finally respondents disagreed to have all the information I need to do job effectively as shown by a mean of 3.31 all cases were supported by low mean which implies that respondents were of similar opinion.

4.4 Quality of Work Life

Table4.2: Statements relating to quality of work life

Statement	Strongly agree	agree	Neutral	disagree	Strongly disagree	Mean	Std deviation
The environment in this organization supports a balance between work and personal life	0	0	0	20	25	4.56	0.28
The demands of my job interfere with my family life	15	30	0	0	0	1.33	0.33
The pace of the work in this organization enables me to do a good job	0	2	2	31	15	4.64	0.29
The amount of work I am asked to do is reasonable	0	0	4	33	7	3.98	0.31
My job does not cause unreasonable amounts of stress in my life	0	0	2	37	5	3.98	0.35
It is very hard to take time off during work to take care of personal or family matters	9	34	2	0	0	1.64	0.32

Source: Author (2013)

The study sought to determine the level at which respondent agreed or disagreed with the above statements from the findings the study established that majority of the respondents agreed that the demands job interfered with their family lives as shown by mean of 1.33, It is very hard to take time off during work to take care of personal or family matters as shown by mean of 1.64, others disagreed that that the pace of the work in this organization enables them to do a good job as shown by mean of 4.64, others disagreed that The environment in the organization supports a balance between work and

personal life as shown by mean of 4.56, The amount of work I am asked to do is reasonable, My job does not cause unreasonable amounts of stress in my life as shown by mean of 3.98 in each case.

4.5 Commitment

Table4.3: Statements relating to employee commitment

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Std Deviation
Even if it were to my advantage, I do not feel it would be right to leave my organization now,	0	1	2	30	12	4.18	0.28
This organization deserves my loyalty	0	1	2	34	8	4.09	0.32
I do not feel a strong sense of "belonging" to my place of work.	10	35	0	0	0	1.56	0.34
I feel that I have too few options to consider leaving this job.	0	0	5	36	4	3.98	0.34
I really feel as if this company's problems are my own.	0	0	0	30	15	4.33	0.30

Source: Author (2013)

The study sought to determine the level at which respondent's agreed or disagreed with the above statements, from the finding the study established that majority of the respondents agreed that they never felt a strong sense of "belonging" to their place of work as shown by mean of 1.56, others disagreed to feel as if the company's problems were also theirs, as shown by mean of 4.33, Even if it were to my advantage, I do not feel it would be right to leave my organization now as shown by mean of 4.18, this organization deserves my loyalty as shown by mean 4.09 and finally that I feel that I have too few options to consider leaving this job as shown by mean of 3.98.

4.6 Correlation Analysis

Table4.4: Correlations coefficients

		Work environment	Quality work life	Commitments
Work environment	Pearson Correlation	1	.664	.534
	Sig. (2-tailed)		.302	.926
	N	45	45	45
Quality work life	Pearson Correlation	.664	1	.594
	Sig. (2-tailed)	.302		.070
	N	45	45	45
Commitments	Pearson Correlation	.534	.594	1
	Sig. (2-tailed)	.926	.070	
	N	45	45	45

Source: Author (2013)

On the correlation of the study variables, the researcher conducted a Pearson Product Moment correlation. From the findings on the correlation analysis, the study found that there was positive correlation between work environment and quality of work life as shown by correlation coefficient of 0.664 and the study also found a positive correlation between work environment and commitment as shown by correlation coefficient of 0.534. However, only correlation between quality working life and commitment was significant ($r=0.59$, $P<0.05$). Relationship between quality work life and work environment was not significant at $P<0.05$. Thus the observed correlation coefficient for the relationship between quality work life and work environment may be due to measurement or other methodological errors. These results mean that work environment has influence on quality work life but not on employee commitment.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher had intended to establish influence of work environment on employees' quality of work life and organizational commitment.

5.2 Summary of Findings

The study established that majority of the companies didn't provide a safe workplace/environment to their employees, there wasn't adequate resources needed to perform jobs effectively, Individual differences weren't respected at workplace, the physical working conditions in most of the companies were not up to the required standards, Companies policies and procedures weren't clear to employees, finally employees lacked necessary information needed to do job effectively.

The study established that the demands job interfered with employees family lives, in most companies It is very hard for employees to take time off during work to take care of personal or family matters. The study also revealed that the pace of the work in this organization did not enable employees to do a good job, the environment in the organization did not support a balance between work and personal life, the amount of workload performed by employees wasn't reasonable, the study also revealed that to some extent job situation caused some stress to employees life.

The study established that employees never felt a strong sense of "belonging" to their place of work, they never felt as company's problems were also theirs, most employees would leave the organization if a better opportunity comes alongside, employees weren't loyal to their organizations and finally that I feel that employees agreed that they have few options to consider before opting leaving the current job.

5.3 Discussion

From the study it is clear that work environment enhances the quality of work life and commitment of employees, the more the employees feel unsafe in their workplace the more they feel detached from the organization. When the work environment does not respect individual differences, employees' quality of work life gets affected. From the findings it is evident that work environment influences employees' quality of work life and commitment; it is therefore important to ensure that the environment in which the employees work is conducive for them to be productive and perform their duties effectively and efficiently. With increase in competition and employees switching to other companies, it becomes a concern to ensure employees quality of work life is maintained so as to make them committed.

5.4 Conclusions

The study concludes that majority of the companies didn't provide a safe workplace/ environment to their employees , there wasn't adequate resources needed perform jobs effectively , Individual differences weren't respected at workplace, the physical working conditions in most of the companies were not up to the required standards , Companies policies and procedures weren't clear to employees, finally employees lacked necessary information needed to do job effectively.

The study concludes that the demands job interfered with employee's family lives, in most companies it is very hard for employees to take time off during work to take care of personal or family matters. The study also concludes that the pace of the work in this organization did not enable employees to do a good job, the environment in the organization did not support a balance between work and personal life, the amount of workload performed by employees wasn't reasonable, the study concludes that to some extent job situation caused some stress to employees life.

The study concludes that employees never felt a strong sense of "belonging" to their place of work, they never felt as company's problems were also theirs, most employees would leave the organization if a better opportunity comes alongside, employees weren't

loyal to their organizations and finally that i feel that employees agreed that they have few options to consider before opting leaving the current job.

5.5 Recommendations

The study recommends that the organization should develop and have in place a work health and safety policy to meet the following standards, ensure that the way work is done is safe and does not affect employees' health ,ensure that tools, equipment and machinery are safe and are kept safe, provide employees with the information, instruction and training they need to do their job safely and without damaging their health, consult with employees about health and safety in the workplace, monitor the workplace regularly and keep a record of what is found during the checks. Policies should be developed in consultation with all employees.

5.6 Suggestions for Further Studies

Since the researcher concentrated on the influence of work environment on employee's quality of work life at Devki Limited, it is important that further study be done on other organizations in the steel industry so as to compare the results and get a concrete way on solving the problem. Due to time and lack of resources the research was not conclusive. It's advisable that further research to be undertaken in the area so that further suggestions and solutions to the main challenges are found.

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APPENDICES

Appendix 1: Letter Of Introduction

To: Devki steel mills

Dear sir/madam,

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi, pursuing, a postgraduate degree in business administration (MBA). I am undertaking a research project entitled “**INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEES’ QUALITY OF WORK LIFE AND COMMITMENT AT DEVKI STEEL MELLE LIMITED**” as part of the academic requirement towards completion of the course. To assist me accomplish this, I am humbly requesting that you complete the questionnaire herewith attached.

All the information you volunteer will be treated with utmost confidence and at no time will your name, title or that of the firm be mentioned in the report whatsoever. However the findings of the research can be availed to you upon completion.

Your cooperation will be highly appreciated. Thank you

Yours faithfully,

Linnet Linguli,

MBA STUDENT

PART 2

WORK ENVIRONMENT

How do you feel about the following statements about the company?

Strongly Disagree 1	Disagree 2	Neither Agree Nor Disagree 3	Agree 4	Strongly Agree 5
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1. Companies policies and procedures are clear to me.....1 2 3 4 5
2. The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good.....1 2 3 4 5
3. Individual differences are respected here (e.g gender, race educational background).....1 2 3 4 5
4. My workplace is safe.....1 2 3 4 5
5. I have all the information I need to do my job effectively.....1 2 3 4 5
6. I have the resources I need to do my job well.....1 2 3 4 5

PART 3

QUALITY OF WORK LIFE

Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5

Strongly Disagree	1	Disagree	2	Neither Agree Nor Disagree	3	Agree	4	Strongly Agree	5
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1. The environment in this organization supports a balance between work and personal life.....1 2 3 4 5
2. The demands of my job interfere with my family life.....1 2 3 4 5
3. The pace of the work in this organization enables me to do a good job.....1 2 3 4 5
4. The amount of work I am asked to do is reasonable.....1 2 3 4 5
5. My job does not cause unreasonable amounts of stress in my life.....1 2 3 4 5
6. It is very hard to take time off during work to take care of personal or family matters.....1 2 3 4 5

PART 4

COMMITMENT

Please indicate the extent of your agreement or disagreement with each statement by circling a number from 1 to 5

Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1	2	3	4	5

1. Even if it were to my advantage, I do not feel it would be right to leave my organization now.....1 2 3 4 5
2. This organization deserves my loyalty.....1 2 3 4 5
3. I do not feel a strong sense of "belonging" to my place of work..... 1 2 3 4 5
4. I feel that I have too few options to consider leaving this job.....1 2 3 4 5
5. I really feel as if this company's problems are my own..... 1 2 3 4 5