



Quality of Work Life and Organizational Commitment of Employees

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Abstract: *In the highly competitive realm of business, it is crucial for organizations to be profitable in order to progress. However, a significant challenge faced in today's cutthroat environment is retaining skilled employees and fostering their dedication. The commitment of employees is a critical issue that organizations currently grapple with, as it plays a vital role in attaining overall organizational success. This study aspired to find out which domain in the quality of work life significantly influences the organizational commitment of hotel employees. The quantitative non-experimental design utilizing causal-effect was used in the study. The respondents of the study were the 200 hotel employees with diverse range of working experience and levels of academic background that are in the hospitality and tourism industry. Mean, Pearson-r and Regression Analysis were the statistical tools employed to interpret the data gathered. The findings of the study revealed a very high level of quality of work of hotel employees in terms of work environment, employee welfare and well-being, work-life balance, job characteristics and compensation and benefits. It was also revealed that the organizational commitment of employees was high level in terms of affective commitment, continuance commitment and normative commitment. The result of the study confirmed that there was a significant association between the quality of work life and organizational commitment of employees. It was also found that the domains of quality of work life showed that compensation and benefits, employee welfare and well-being and work-life balance significantly influenced the organizational commitment of employees. Lastly, when an individual finds satisfaction in their job and experiences a positive quality of life, they demonstrate a strong sense of commitment and actively contribute to the success of the organization.*

Keywords: *Quality Work Life, Organizational Commitment.*



1. INTRODUCTION

In the highly competitive business landscape, profitability is crucial for the growth and advancement of organizations. However, one of the major challenges they face in today's environment is retaining skilled employees and fostering their commitment. Employee commitment is a critical factor for achieving organizational success, and it is currently a significant issue that organizations grapple with. The traditional practices of guaranteed lifetime employment and long-term contracts have diminished, giving way to a prevalence of short-term contracts, particularly for highly skilled professionals and technical workers [1]. The service industry today is characterized by heightened workloads, increased stress levels, reduced job security, and a decline in employee commitment. It has been noted that inadequate salaries alone are not the sole cause of employee commitment issues within organizations. There are other factors that have been observed as contributing elements to lower levels of employee commitment. These can be but not limited to quality of work life, the work environment, and poor management practices. This dissatisfaction often prompts specialized, highly skilled, or professional employees to seek alternative employment opportunities [2].

Organizational commitment plays a significant role in determining various outcomes within an organization, including employee job performance, job satisfaction, personnel turnover, and organizational citizenship behavior [3]. Furthermore, research has consistently shown a relationship between levels of organizational commitment and these outcomes, making it an important area of interest for organizations. When employees are highly committed to the organization, they tend to exhibit better performance as they are motivated to give their best effort. From a behavioral standpoint, organizational commitment refers to an individual's strong dedication to the organization, which is demonstrated through their investment of personal time in organizational activities [4].

Numerous studies and writings have consistently associated the quality of work life with employees' commitment. A high quality of work life not only fosters strong employee commitment but also leads to increased customer satisfaction, ultimately resulting in higher growth and profitability for companies. The positive correlation between employees' organizational commitment and the quality of work life highlights that individual who are content with their jobs and enjoy a satisfactory quality of life tend to demonstrate high commitment levels, making valuable contributions to the organization [4]. In the context of Tagum City, although there have been no reported conflicts or worker strikes, it does not guarantee the absence of employee issues given the large number of employees with diverse capabilities and interests. It has been observed, however, that certain establishment-related problems exist, such as supervisor characteristics, workload nature, resource availability, health and safety measures, and remuneration.

Although studies in the field of hospitality management exist in the locale [5-8], the researcher has yet to encounter a study in the local that establishes a significant connection between two important components (quality of work life and organizational commitment). This highlights the pressing need to explore the quality of work life, specifically among hotel employees who represent a significant portion of the workforce. This investigation is essential due to the highly dynamic and fiercely competitive nature of the hotel and restaurant



industry. Without dedicated and loyal employees, it may be challenging for organizations in this sector to maintain relevance and profitability in the market. This study sought to establish a relationship in quality work life and organizational commitment. In addition, the study sought which domain in quality of work life substantially predicts the organizational commitment of hotel employees working in Tagum City.

2. METHODOLOGY

The nature of the research design is quantitative. As such, the objective was to determine which aspect of quality of work life significantly impacted organizational commitment of hotel employees. A quantitative research method became suited for this study since the objective was achieved by employing the following methods: data collection of numerical data and data analysis using statistical tools. This approach aligns with similar studies that have utilized similar designs [9-11]. Specifically, the research can be classified as descriptive quantitative research, aiming to describe the status of identified variables. To gather the necessary data, a survey was conducted and distributed to 200 participants. Similarly, other quantitative studies also opted to go beyond 100 participants [12-14].

The participants of this research consisted of a total of two hundred (200) hotel employees from Tagum City. This implies that all of them were directly involved as respondents and were provided with a set of questionnaires containing specific inquiries regarding the quality of work life and organizational commitment. The selection of respondents was done through purposive sampling, which involved deliberately selecting a sample from chosen hotels in Tagum City.

3. RESULTS AND DISCUSSION

3.1 Quality of Work Life among Hotel Employees in Tagum City

Table 1 shows the results of the study. The overall mean reached 4.35 (very high) with a corresponding standard deviation of 0.43. This meant that quality of work life is very much experienced by Tagum city hotel employees. Among the five indicators, Work-life balance garnered the highest mean of 4.41(very high) which is then followed by Work environment with a mean of 4.40(very high). Compensation and Benefits garnered the highest SD (standard deviation) of 0.61 followed by Employee welfare and well-being with an SD of 0.51. Both work environment, work-life balance and job characteristics have the standard deviation of 0.50, respectively. Compensation and Benefits got a high description equivalent which meant that quality of work life is much experienced and indicators Work-life Balance, Work environment, Job characteristics and employee welfare and well-being got a very high descriptive equivalent which meant that quality of work life is very much experienced by the hotel employees.



Table 1. Level of Quality of Work Life among Hotel Employees

Indicators	Mean	SD	Descriptive Equivalent
Work Environment	4.40	0.50	Very High
Employee Welfare and Well-being	4.36	0.51	Very High
Work-life Balance	4.41	0.50	Very High
Job Characteristics	4.38	0.50	Very High
Compensation and Benefits	4.22	0.61	High
Overall	4.35	0.43	Very High

Results show that the hotel employees had a significant experience with the quality of work life. Furthermore, it suggests that a majority of the employees agreed on various aspects: the reasonable work timings of the hotels, their ability to establish good relationships with their subordinates, the relevance of the provided training, the presence of a conducive work environment, the encouragement of creativity within the organization, the ability to maintain a healthy work-life balance, the absence of gossip or rumors, the professionalism and honesty within the workplace, the overall satisfaction while on the job, the well-organized nature of their departments, and the effective teamwork within their respective departments.

These findings align with studies that identified key factors contributing to the quality of working life [15]. These factors include job satisfaction, satisfaction with the work environment, employee welfare and well-being, work-life balance, and compensation and benefits. As defined, the quality of work life is determined by satisfying essential needs through the availability of resources, activities, and outcomes within the workplace. The model recognizes various needs of employees to perform efficiently. Such needs range from health and safety, economic family-related, social, self-esteem, self-actualization, knowledge-related, and aesthetics. However, the focus of attention of this study was primarily on the quality of work life, rather than the broader concept of overall quality of life, thereby downplaying non-work aspects. The distinction between satisfaction and dissatisfaction in the quality of working life significantly impacts organizational commitment [16].

3.2 Organizational Commitment among Hotel Employees in Tagum City

Presented in Table 2 is the Level of Organizational Commitment among Hotel employees in Tagum City. It is observed that the overall mean is 4.19 (High) with a corresponding SD of 0.49. This means that organizational commitment of hotel employees is much felt. From the three indicators of Organization Commitment, Affective commitment garnered the highest mean of 4.38 (very high) and then followed by Normative commitment with a mean of 4.22 (high) and lastly, the Continuance commitment has a mean of 3.97 (high). The indicator with



the highest SD of 0.70 is the Continuance Commitment, followed by the Normative Commitment and the Affective Commitment with an SD of 0.58 and 0.53, respectively. The indicator Affective Commitment have very high as descriptive equivalent which meant that the organizational commitment of employees is very much felt by them while the indicators, Normative Commitment and Continuance Commitment has a descriptive equivalent of high which means that organizational commitment of employees much felt by them.

Table 2. Level of Employee’s Organizational Commitment

Indicator	Mean	SD	Descriptive Equivalent
Affective Commitment	4.38	0.53	Very High
Continuance Commitment	3.97	0.70	High
Normative Commitment	4.22	0.58	High
Overall	4.19	0.49	High

The results indicate that the employees strongly experienced organizational commitment. High commitment implies that individuals regulate their behavior internally rather than being driven by external sanctions and pressures [17]. Moreover, it suggests that the workforce is given a certain level of autonomy while still being regulated by the organization to maintain a sense of harmony and professionalism. This reflects a high level of trust in management-worker relationships and the absence of an "us versus them" mentality. Organizations that proactively foster commitment understand its crucial role in achieving business success. They acknowledged that commitment can manifest in various ways and are able to prioritize those that are most relevant to their specific circumstances [18].

3.3 Significant Relationship Between Quality of Work life and Organizational Commitment of Hotel employees of Tagum City

Table 3 revealed that the five indicators shows the significant relationship between the level of quality of work life and organizational commitment of hotel employees. Work Environment and the Organizational Commitment of employees had an r-value of 0.574 with a corresponding p-value of 0.001. Moreover, there is a positive correlation of 32.95% between the two. While Welfare and well-being and the Organizational Commitment of employees had an r-value of 0.654 with a p-value of 0.001. There is even a positive correlation of 42.77%. Also, the r-value of Work-life Balance and the Organizational Commitment of employees is 0.560 with p-value of 0.001 also shows a positive correlation of 31.36%. Next, the r-value of Job Characteristics and the Organizational Commitment of employees is 0.554 with p-value of 0.001, this shows a positive correlation of 30.69%. Lastly,



the r-value of Compensation and Benefits and the Organizational Commitment of employees is 0.707 with p-value of 0.001 also shows a positive correlation of 49.98%.

Table 3 shows that the domains Work Environment, Employee Welfare and Well-being, Work-life Balance, Job Characteristics and Compensation and Benefits have the probability level of 0.001 which is lower than the level of significance at 0.05. This meant that the null hypothesis stating “there is no significant relationship between the quality of work life and organizational commitment of employees” is rejected. The r-squared confirms that the Compensation and Benefits had more significantly established the relationship of 49.98% to organizational commitment of employees when compared to the other indicators. It is observed that Employee Welfare and Well-being, Work Environment, Work-life Balance and Job Characteristics have, 42.77%, 32.95%, 31.36% and 30.69% respectively. This strong interdependence of variables demonstrate that Work Environment, Employee Welfare and Well-being, Work-life Balance, Job Characteristics and Compensation and Benefits have significant relationship on Organizational Commitment of Hotel Employees.

Table 3. Significant Relationship Between Quality of Work Life and Organizational Commitment of Hotel Employees

Independent Variable	Mean	SD	Dependent Variable	Mean	SD	r-value	r-2	P-value	Decision @ $\alpha=0.05$
Work Environment	4.40	0.50	Organizational Commitment	4.19	0.49	0.574*	0.3295	0.001	Reject Ho
Employee Welfare and Well-being	4.36	0.51				0.654*	0.4277	0.001	Reject Ho
Work-life Balance	4.41	0.50				0.560*	0.3136	0.001	Reject Ho
Job Characteristics	4.38	0.50				0.554*	0.3069	0.001	Reject Ho
Compensation and Benefits	4.22	0.61				0.707*	0.4998	0.001	Reject Ho

*p < 0.05

The results indicated that when an individual is satisfied with their job, it is likely that they also experience a better quality of life. This is evidenced in the demonstration of a high levels in commitment which can contribute to the overall development of the organization. Notably, various factors such as leisure, knowledge, social connections, family life, parental leave, childcare information and referral, flexible work hours, and financial assistance with childcare have been observed to positively impact the emotional commitment to the organization. This can even decrease intentions of resignation among all employees.



The research findings confirm that organizations with high quality of work life are likely to experience high levels of employee commitment and customer satisfaction, leading to increased growth and profitability [19-20]. Similarly, there is a strong relationship between quality of work life and work commitment, as well as a sense of efficacy. Further research indicates that individuals who display high commitment demonstrate loyalty, an intention to remain with the organization, and a personal investment in their employment [21]. Finally, when employees have a positive experience of high-quality work life, they tend to be highly committed to the organization and contribute to its performance [22].

3.4 Regression Analysis on the level of Quality of Work Life on the Organizational Commitment of Hotel Employees

Reflected in table 4 is the regression analysis on the level of the domains of quality of work life to the organizational commitment of hotel employees. Results show that the F-ratio is 59.89 with a corresponding p-value of 0.001. It is observed that the p value is lower than 0.05 level of significance. This meant that the null hypothesis stating “there is no domain in the quality of work life of the hotel employees that significantly influences the organizational commitment of hotel employees” is rejected. Thus, there is a domain in the quality of work life of hotel employees that significantly influences the employee’s organizational commitment.

Furthermore, the R-value of 0.779 reveals a high positive relationship between the quality of work life and the organizational commitment of employees. The coefficient of determination or the R-squared of 0.607 connotes that 60.7% of the variation in the level of organizational commitment could be attributed to the variation in the level of quality of work life of the employees. The remaining 39.30% is the chance variation which meant that the level of organizational commitment of hotel employees could be attributed to the external elements that were not part of this study.

The indicator Compensation and Benefits which had a beta of 0.427* and a p-value Of 0.001. Given that the p-value is lower than the level of significance of 0.05, this meant that Compensation and Benefits is the domain of quality of work life that significantly influences employee organizational commitment. Moreover, this indicator even had the highest beta when compared with other domains. This implied that it is the strongest domain among the five.

Employee Welfare and Well-being had a beta of 0.266* with a corresponding p-value of 0.001 that is lower than the 0.05 level of significance. This shows that Compensation and benefits as the domain with the highest beta. This meant that employee welfare and well-being as a domain of quality of work life also significantly influences employee organizational commitment.

Furthermore, Work-life Balance has a beta of 0.173* and a corresponding p-value of 0.04 which is still lower than the 0.05 level of significance. This follows the Compensation and Benefits and the Employee welfare and well-being as the two domains with the highest beta. This meant that Work-life Balance as a domain of quality of work life also significantly influences the employee organizational commitment.

On the other hand, Work environment and Job characteristics has a beta of 0.071 and -0.012 respectively and a corresponding p-value of 0.280 and 0.859. This is greater than the 0.05



level of significance. This meant that work environment and job characteristics has no significant influence on employee organizational commitment.

Table 4. Regression Analysis on the Level of Quality of Work Life on the Organizational Commitment of Hotel Employees

Independent Variables (Indicators)	Unstandardized Coefficients		Standardized Coefficients	p-value	Decision @=0.05
	B	SE (B)			
(constant)	0.611	0.234			
Work Environment	0.070	0.064	0.071	0.280	Do not Reject
Employee Welfare and Well-being	0.257	0.070	0.266*	<0.001	Reject Ho
Work-life Balance	0.169	0.057	0.173*	0.004	Reject Ho
Job Characteristics	-0.012	0.067	-0.012	0.859	Do not Reject
Compensation and Benefits	0.346	0.049	0.427*	<0.001	Reject Ho
Dependent Variable : Organizational Commitment					
R-value: 0.779					
R Square: 0.607					
F-ratio: 59.89					
P-value: 0.001					

p<0.05

Table 4 shows the regression analysis on the influence of the domains of quality of work life on the organizational commitment of hotel employees. The data revealed that quality of work life in standings of compensation and benefits, employee welfare and well-being and work-life balance have significant influence on the organizational commitment of hotel employees. Among the three indicators, the domain compensation and benefits has the strongest influence to the employee’s organizational commitment.

This was apparent in the context of hoteliers, where compensation and benefits served as a significant motivator when the employees’ psychological and security needs were not completely met. Money plays a crucial role in fulfilling these needs, thus allowing management to utilize financial incentives as a means of motivation. Compensation and benefits also contribute to satisfying the social needs of employees to some degree, as money is often associated with status, respect, and power [23].



Furthermore, to motivate workers effectively, it is necessary to address needs in terms of social, ego and self-actualization. These are normally prevalent among workers at higher positions within an organization [24]. Hence, individuals in higher positions are motivated when there is a potential increase in their compensation. It should be noted that the compensation should be significant enough to increase standards of living leading to an elevated social status. On the contrary, workers at the operational levels have money as a crucial motivation. If not for monetary incentives, the survival and safety of these employees can be jeopardized. As such, there is a need for an effective management approach that fosters a motivational system that satisfies the diverse range of human needs.

Lastly, the quality of work life, specifically in terms of work-life balance, has a notable impact on employees' organizational commitment. This suggests that the notion of "working to live, not living to work" recognizes the importance of achieving balance in both work life and family life. Work-life balance plays a crucial role in cultivating job satisfaction and ultimately fostering organizational commitment. In turn, this commitment contributes to the development of organizational citizenship behavior, where employees go beyond their job requirements to support the organization [25].

4. CONCLUSION

From the results of the study, the following conclusions were drawn: Both Quality of Work Life of Hotel Employees and Organizational Commitment of Hotel Employees demonstrated high levels. Moreover, there is a significant relationship between quality of work life and organizational commitment of hotel employees. This meant that all indicators of quality of work life have significantly influences the organizational commitment of employees. Lastly, the domains of the quality of work life that significantly predict the organizational commitment of hotel employees are the compensation and benefits, employee's welfare and well-being and work-life balance.

The results confirmed that employees have diverse needs in terms of their career. Quality levels of work life is dictated when the needs are satisfied or not [15]. Regardless of the standard, those who have great qualities in their work earn enough to live comfortably. Resulting to a sense of interest in their which can then lead to personal satisfaction and commitment in executing their work. In other words, employees that are happy with their jobs demonstrate high levels in quality of work life. For employees who are unhappy with their work, they are bound to have low levels in quality of work life and demonstrate lack of commitment [16].

Recommendations

Premised on the aforementioned finding of the study and conclusions drawn, the following recommendations are offered by the researcher.

The researcher therefore recommends that the owner, general manager, department heads or managerial level and the human resource personnel may maintain the result which is in the very high level. Thus, these can be done by continuing giving strong supports through faithfully observe quality of work life by providing equal opportunities from personal to work loads, giving convenient working environment, continuous monitoring of the health status



including social and physical aspect of an employee, provide activities that can strengthen the relationship of the colleagues such as Olympics, weekly exercises, travel, and recreation.

The researcher strongly recommends further strengthening and imposing an effective strategic motivational system for organizational commitment to its highest level, by abiding to an act in providing for an increase in the salaries and wages of employees, arresting of the occupational stress, participation of management, good recognition and good reward for the good work, and strategies for retaining employees and minimizing turnover through giving necessary rewards and recognition to the employees.

As observed, quality of work life significantly plays roles in maintaining organizational commitment, therefore the researcher recommends that the compensation and benefits being one indicator of quality of work life to be raised to very high level. Moreover, organizational commitment of an employee may also be raised to a very high level through strict and evident reviews of wage policies to match with competition. Hotel management need to comply with an organized promotional policy. This fosters transparency in the procedures followed for job rotation. There is also a need for hotels to communicate innovations in a timely manner. Job responsibilities may also be reviewed to match skills as some employees are reluctant to take-up addition tasks if it does not match with their skills.

Lastly, future studies may be pursued to explore other indicators which were not covered in this study. Thus, the researcher advocates the opportunity for hotel establishments to provide strong emphasis of the employee welfare and well-being, work-life balance and compensation and benefits which are the domains that influence the organizational commitment of the employees. These can be done by continuing giving strong supports through faithfully observe quality of work life by providing equal opportunities from personal to work loads, giving convenient working environment, continuous monitoring of the health status including social and physical aspect of an employee, provide activities that can strengthen the relationship of the colleagues such as Olympics, weekly exercises, travel, recreation and most especially review wage policies. All of these will help the organization to achieve optimum organizational commitment, success and goals attainment that will serve as manifestation for excellent people, profit and service oriented industry that go beyond borders for an experience that never ends.

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