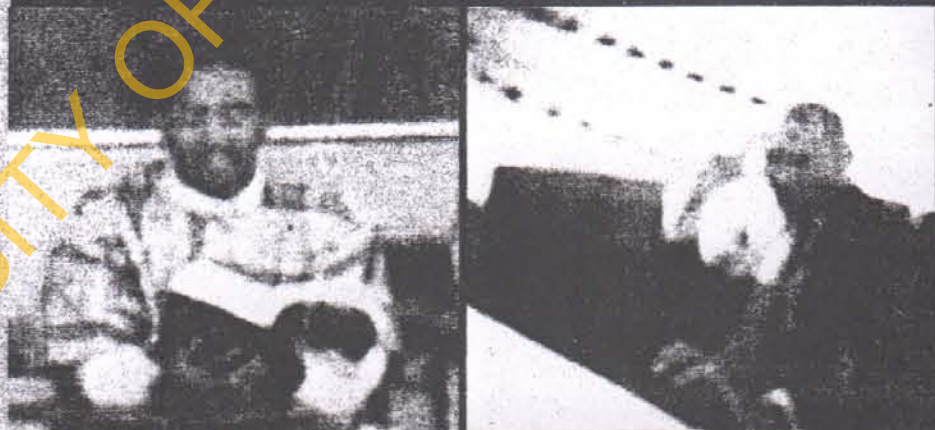


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EDITORIAL

The compilation of each new edition of our journals brings fresh challenges: scholars with different interest and concerns, current thinking and research to present and elucidate, past standards to try to exceed. This is more so in a competitive world where one must excel always. We have enjoyed grappling with these challenges again in the production of this Volume 21 Number 2, 2013 of our senior journal, IFE PSYCHOLOGIA.

One of our goals is to provide an integrated approach to psychology. Another is to show psychology as a dynamic discipline made up of people trying to explain different aspects of human behaviour and experience – sometimes agreeing and sometimes not – but asking important questions and trying to answer them scientifically.

In all, we have in this Volume, an unprecedented number of brilliant articles. They are thirty nine!

We hope you will enjoy this final outcome of our effort.

Sincerely,

Professor A. A. OLOWU, Ph.D; F.C.I.P.M; F.N.P.A; F.I.E

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Quality of Work Life and Workers Wellbeing: The Industrial Social Workers Approach

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The aim of this study is to look at quality of work life (QWL) and workers well-being through an industrial social workers approach. 264 employees randomly selected from confectionary organizations participated in this study. Five variables to measure QWL: job satisfaction (JS), capacity development (CD), work and non-work-life balance (WLB), emotional supervisory support (ESS), organizational support (OS), were used to measure health and wellbeing of employees in the workplace. The test indicated the joint effect of the independent variables contributed significantly to the wellbeing of employees ($F_{5, 245}=49.039$, $p<0.05$). Using the multiple linear regression, each of the five independent variables are significantly related to workers wellbeing in the following descending order: job satisfaction ($t=7.271$, $\beta=.375$), capacity development ($t=6.26$, $\beta=.269$), work and non-work life balance ($t=4.108$, $\beta=.214$), organizational support ($t=3.986$, $\beta=.201$) and emotional supervisory support ($t=2.655$, $\beta=.136$). It was recommended that a proper understanding of the construct of QWL and the dynamic nature will enable human resource practitioners and industrial social workers take proactive steps in integrating relevant strategies, policies, training programs, procedures and coping strategies to improve the quality of work life of employees so as to guarantee their wellbeing.

The dynamism in the work culture as a result of globalization and business competitiveness and technology (Ratnam, 2001) have changed employees outlook of what a company is. The Maslow theory of fulfillment of human basic needs been determinants of quality of work life (QWL) has been rendered ineffective because the meaning of quality of work life as the degree to which work are able to satisfy important personal basic needs through their experience in the organization is no longer relevant (Suttle, 1977). This is because this definition has neglected the fact that the construct of quality of work life (hierarchical needs) is subjective and continuously evolves due to ever growing needs of each and every employee.

The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which

will lead to an excellent quality of work life (Hackman and Oldhams, 1980). The construct here for quality of work life include rewards from the organization such as compensation, promotion, recognition and development. It is clear that it is difficult for the organizations to fulfill the personal needs and values of each employee through reward system (organization designs the job to meet employees interest) hence the definition of quality of work life by Beukema (1987) as the degree to which employees are able to shape their jobs actively, in accordance with their opinions, interests and needs. That is, it is the degree of power an organization gives to its employees to design their work (emphasis on individual's choice of interest in carrying out the organizational task).

Furthermore, a look at quality of work life from the satisfying work environment made

Heskett, Sasser and Schlesinger (1997) to define quality of work life as the feelings that employees have towards their job, colleagues and organizations that ignite a chain leading to the organizations growth and profitability. Similarly, Lau, Wong, Chan and Law (2001) explained quality of work life to be the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities.

Looking at having meaningful and satisfying work as parameters that are involved in job satisfaction leading to quality of work life than quality of work life defined by Serey (2006) has been related to meaningful and satisfying work make the following clarifications: an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; an activity thought to be worthwhile by the individuals involved, an activity in which one understands the role the individual plays in the achievement of some overall goals; and a sense of taking pride on what one is doing and in doing it well. This definition is quite conclusive and best met the contemporary work environment and can be seen to be very relevant to the confectionary industry where personal achievement at work, produce acceptance by consumers, spur employees and organization to job satisfaction and increased profitability. This article therefore fall in line with the definition of Cummings and Worley (2005) that quality of work life include aspects that affect employees job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs.

There is the need to ask a major question. What is the concern of quality of work life? The impact of technology with the increased in automation has led to greater de-skilling, dehumanization, and alienation at workplace. Furthermore, in order for organizations to gain advantage of comparative cost advantage there is the reduction of reliance on domestic labour through outsourcing. This has made

workers to face heavy workloads, significant stress for meeting targets and deadlines, greater control, less autonomous and less job security than ever before (Gayathiri and Ramakrishnan, 2013). Therefore, there is the need to explore ways to create better work life conditions for workers towards achieving high performance, enhancing job satisfaction and reducing threat of employee attrition (Hannif, Burgess and Connell, 2008).

Quality of work life has been defined by researchers in different ways, which has brought about certain equivalents such as work quality, function of job content, employee's well being, working environment, balance between job demands and decision autonomy, the quality of the relationship between employees, or the balance between control need and control capacity (Korunka, Hoonakker and Carayon, 2008; Lewis Brazil, Krueger, Lohfeld and Tjam, 2001; Schouteten, 2004; Van Laar, Edwards and Easton, 2007). Thus, quality of work life became recognized as a multi-dimensional construct and making the categorization neither universal nor eternal.

Considering Brock-Utne (2000) notation that the most important determinants of quality of work life are whether an employee finds his job interesting, has good relationships with managers and colleagues, has a high income, is allowed to work independently and has clearly defined career advancement opportunities and in conjunction with the consideration of European Foundation for the Improvement of Living Conditions (2002) that described quality of work life as a multi-dimensional construct that is made up of interrelated factors like job satisfaction, job involvement, motivation, productivity, health, job security, competence development and balance between work and non-work life, this research based on industrial social work approach is adopting the following constructs to evaluate quality of work life at the workplace.

Constructs to Evaluate Quality of Work Life at the Workplace

(a) Job Satisfaction

The relationship of job satisfaction with work life quality is an aspect of working life that is often investigated by researchers. Job satisfaction, a pleasurable, positive, or optimistic emotional state resulting from the self-appraisal of one's work or work experience, has been found to be positively associated with the desire to work and the meaning that one finds in a job (Yip and Ng, 2002; Resnick and Bond, 2001). It is seen as an important indicator of working life quality (Cohen, Kinnevy and Dichtera, 2007; Aryee, Fields and Luk, 1999) determining the extent to which the employee is satisfied or is enthusiastic about his job (Aryee, Fields and Luk, 1999). Quality of work life is said to differ from job satisfaction (Kabanoff, 1980; Near, Rice and Hunt, 1980; Staines, 1980; Champoux, 1981; Lawler, 1992) but quality of work life is thought to lead to job satisfaction. Quality of work life is the impact of the workplace on satisfaction in work life (job satisfaction), satisfaction in non-work life domains, and satisfaction with overall life (Sirgy, Efraty, Siegel and Lee, 2001).

The results of previous studies indicate that many different aspects of the job, such as pay, promotions, supervision, fringe benefits, one's co-workers support, and excessive working hours (Watson, Buchanan, Campbell and Briggs, 2003) are associated with levels of satisfaction. Insufficient compensation and poor promotion prospects were key sources of dissatisfaction (Martinsons and Cheung, 2001). Therefore, job satisfaction appears to stem from the interaction between the employee, the job itself and the organizational context within which the job is carried out. It is clearly seen therefore, that physical conditions that allow the utilization of the ability of employees, proud of working in an organization and a sense of belonging that leads to job satisfaction are among the items adopted in any study of quality of work life.

(b) Capacity Development

The purpose of career planning as part of an employee development programme is not only to help employees feel like their employers are investing in them, but also

help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track (Sinha, 2012). Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999). As a result of competition both in home and international market, there is high demand for quality of products through the use of new technology. Technological changes in production process require working harder with newer skills (Islam, 2002). However, employees are still not finding comfort in working with the new technology, because of the lack of needs-based training as well as the lack of on-the-job training (Islam and Siengthai, 2009). It should be realized that the basic philosophy of quality of work life is in regard to employee learning capability (Camman, 1984) and learning organization environment (Zain, 1999). If this is not met, jobs come under threat and insecurity set in with a resultant increase in employees' dissatisfaction and low work performance. It is established that career-related dimensions (career satisfaction, career achievement and career balance) predict significantly the quality of work life of employees (Sinha, 2012).

Capacity development opportunity will provide essential training that will help the individual employees to be equipped with the new skills to spearhead in their career. Most contemporary organizations do not limit themselves to just training an employee for a job, but they go beyond to furnish them with a support system that encourages workplace learning. Learning opportunities and skill discretion have been proven to have a positive effect on job satisfaction and reduce job stress that will lead to better quality of work life (Rethinam and Ismail, 2008). Therefore, lack of capacity development in a working environment may cause employees to experience poor quality of work life.

(c) Work and Non-Work Life Balance

A major component of quality of work life, which is important for both the employees and the employers, is the relationship between work and home life. What happened in the workplace have significant

impact on individuals and families (Greenhaus and Powell, 2006; Kossek and Ozeki, 1998). The combination of a fluctuating work environment with competing job and family commitments has negatively affect employees in the form of lowered morale and motivation, reduced productivity, and increase burnout and turnover (Galinsky and Stein, 1990; Benedict and Taylor, 1995). Furthermore, the inability of employees to balance the demand challenges of their work and personal life has contributed to the escalating stress and conflict of today's workforce (Edwards and Rothbard, 2000). Therefore, employees nowadays are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities. The ILO Convention of 1981 stated that it is necessary for organizations to help employees to balance their work and non-work demands (Lewis, 1997).

The threat of imbalance in work and non-work life has implications not only on the employees but also on organizations, government and society (Gizywaiz and Marks, 2000; Swanson, Power and Simpson, 1998). Less conducive environments in the workplace have a greater impact on home life than vice versa (Rethinam and Ismail, 2008). It has been found that conflict between work and non-work life is associated with impaired psychological well-being and other negative outcomes. Similarly, problems associated with family responsibilities are additional sources that may diminish quality of work life in employees (Allen, Herst, Bruck and Sutton, 2000). Bradley (2001) argued that constantly increasing work demand creates an isolation of employees from their families. Personal and family responsibilities are neglected in the process of securing an economic prospect; hence, it deteriorates the interaction of family life that reduces quality of work life.

(d) Emotional Supervisory Support

Emotional support at work may help balance work and family roles because it contributes to the employee's energy level (Van Daalen, Willemsen and Sanders, 2006). A supportive supervisor may help

boost an employee's energy level by discussing family-related problems, reinforce the employee's positive self-image by giving feedback, and reduce stress by showing understanding for the employee's family life (Halbesleben, 2006; Lapierre and Allen, 2006). Supervisory emotional support as a resource help boost employees work outcomes most when they replace such resources that employees lack at home (Edward and Rothbard, 2000; Greenhaus and Powell, 2006). Supervisor support is not aimed primarily at combining work and family tasks, but it is hoped to help employees in general function better at work and find a work life fit (Anderson, Coffey and Byerly, 2002). It is therefore expected that employees with the fewest family support resources at home will profit most from supervisory support.

(e) Organizational Support

The level of support offered by the organization is an indication of the work-life quality in organizations. Organizational support is defined as the extent to which employees perceive that the organization values their contributions and cares about their wellbeing (Sinha, 2012). This is a key factor in influencing employee commitment to the organization, job satisfaction and general quality of work life. Researchers have found a positive relationship between organizational support and work-life quality of worker and this relationship have positive impact on organizational commitment, employee performance as well as job satisfaction (Rhoades and Eisenberger, 2002; Dixon and Sagas, 2007).

(f) Health and Well-being

Health and wellbeing of quality of work life refer to physical and psychological aspects of an individual in any work environment. An unstressful work environment provides comfortable work life. Therefore higher job demand which leads to higher strain work environment will affect employees' health and wellbeing. It is noted that higher job demand leads to higher strain work environment, hence its negative effort on health and well-being of employees (Iacovides, Fountoulakis and Kaprins (2003). An unstrained work environment ensures good health and psychological

conditions which enable the employees to perform job and non-work related functions without inhibitions. Thus, it leads to an un-stressful work environment providing comfortable work life (Rethinam and Ismail, 2008).

Keeping the phenomenon of quality of work life in mind, Carayon, Haims and Kraemer (2001) revealed that stress arises in the process of interaction between a person and the work environment that threatens the individual's physical, psychological and physiological homeostasis. They further reported that employees exposed to high strain work environment over a few years show higher systolic blood pressure. Furthermore, depression and anxiety are other forms of stress that contribute towards the deterioration of health. Depression and anxiety allow employees develop stress that can harm job performance, health and slow down the ability to cope with the work environment.

Method

Design and population

A questionnaire survey was undertaken with confectionary industries in South-west Nigeria with non-managerial employees who are under different supervisors and are involved in the production process. These sets of respondents were chosen because their actions are responsible for the determination of productivity level, profitability and sustenance of the organization. They are more suitable for the constructs of QWL under consideration.

Sampling

A simple random sampling method was used to set one hundred respondents from each workplace (Sword Sweet Confectionaries (Nig) Ltd, Dufil Prima Foods Plc. and Summal Foods Ltd.). Of the 320 Questionnaires administered, 246 were returned and found usable.

Data Analysis

Data were analysed using descriptive statistics, regression analysis to test the formulated hypotheses and the significance and reliability of the findings.

Instrumentation

All the constructs of the research were measured with instruments that are based on modified four point rating scales of 1 for strongly disagree to 4 for strongly agree. The reliabilities of the instruments were obtained through cronbach's alpha test value.

- (a) **Employees Job Satisfaction Questionnaire (EJSQ):** Job satisfaction was measured with five variables adapted from Hackmen and Oldham (1980) scale for job satisfaction as adapted by Islam and Siengthai (2009). Adapted scale has reliability of 0.84.
- (b) **Capacity Development Questionnaire (CDQ):** This was measured with five variables adapted from Karl Albrecht (2013) 'Employee Quality of Work Life Survey (EQWLS)'. Adapted scale has reliability of 0.84.
- (c) **Work and non-work life balance Questionnaire (WNWLQ):** This is a 6 item scale adapted from Zare, Hamid, Haghooyan, Zolfa and Asl, Zahra Karim (2012) 'Determining and Prioritizing the Criteria and Scale of Quality of Work Life(QWL)'. The adapted scale has reliability of 0.71
- (d) **Emotional Supervisory Support Questionnaire (ESSQ):** This is a five item scale adapted from Karl Albrecht (2013) 'Employee Quality of Work Life Survey (EQWLS)'. Adapted scale has reliability of 0.75.
- (e) **Organizational Support Questionnaire (OSQ):** This is an adapted version of Lau and May, 1998 - "A win-win paradigm for quality of work life and business performance". It is made up of 6 items and has reliability of 0.80.
- (f) **Health and Wellbeing Questionnaire (HWQ):** This is a 10 item scale adapted from 'Measure of Well-Being: An Empirical and Critical Assessment Questionnaire' of Klemmack, Carlson, and Edwards (1974). The adapted scale has 0.85 reliability.

Results

The demographic result showed that of the 264 respondents, 184 were male while 62 were female. Most of the respondents (62%) were between 32 and 41 years of age(mean

37 years), 85% have worked for between 2 and 10 years in their present establishments. 95.5 of the respondents are married. All respondents have had training

(either on-the-job or off-the-job). All these attributes make the respondents suitable for the measurement of the constructs of QWL under research.

Table 1: Regression analysis showing the joint contribution of quality of work life and health and wellbeing of employees

Source of variation	DF	Sum of Squares	Mean Square	F	Sig.	R	R Square	Adjusted R Square	Std. Error of the Estimate
Regression	5	4573.26366	914.6527	49.039	.000	.711	.505	.493	4.673
Residual	240	4476.33823	18.6514						
Total	245	9049.60189							

a. predictors: (constant), JS, CD, WLB, ESS, OS, HW

Regression result has been used to test the hypothesis to measure the relationship between job satisfaction (JS), capacity development (CD), work and non-work life balance (WLB), emotional supervisory support (ESS), organizational support (OS), health and well being (HW) of employees.

The correlation of coefficient is .711, the R-Square adjusted is .493 meaning that all the independent variables can explain about 49.3% of the total variation in the health and well-being of employees because the result is statistically significant at the level of 0.05.

Table 2: Coefficient (a)

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error			
1 constant	66.498	2.728		24.374	.000
Job satisfaction	3.145	.433	.375	7.271	.000
Capacity Development	3.025	.483	.269	6.260	.000
Work and Non-Work Life Balance	1.895	.461	.214	4.108	.000
Emotional Supervisory support	1.254	.472	.136	2.655	.000
Organizational support	1.772	.445	.201	3.986	.000

The coefficient Table 2 reports that job satisfaction is highly significantly positive relationship with health and wellbeing of employees and it has explained 37.5% of total variance. Similarly, capacity development has a positive and significant relationship with health and well-being of employees and accounted for 26.9% of total variance. The following constructs had the following positive relationship with health and well-being of employees and the following contributions to total variance:

work life balance 21.4%; emotional supervisory support 13.6% and organizational support 20.1%.

Discussion

The findings showed that job satisfaction as enhanced quality of work life and better well-being of employees. This is in line with the finding of Traut, Larsen and Feimar (2000) that a better understanding of job satisfaction ensures a sustainable development of workforce and well-being of employees. Furthermore, employees are likely to have higher well-being if they are satisfied with their work and organization

and they perceive their quality of work life positively, since employees experience in the workplace and their quality of work life influence their health and psychological well-being (Chan and Wyatt, 2007; Srivastava, 2007).

Learning opportunities and skill acquisition have a positive effect on job satisfaction and reduce job stress that leads to better quality work life. With the capacity development, employees gain the cognitive and behavioural capabilities that improve quality of work life through improved attitudes and reduction of anxiety. This is what this study has established in its finding. The positive contribution to health and well-being by capacity development is buttressed by the fact that a high quality work life is perceived to be one in which there is an opportunity to develop close personal ties and achieve career goals with an absence of excessive job stress (Sinha, 2012).

Furthermore, is established that the relationship between work and home life have effect on the quality of work life and employees' health and well-being. This is in line with the finding of Allen et al (2000) that conflict between work and non-work life impairs psychological well-being and causes other negative outcomes (including poor health). Employees not balancing work and non-work life, especially those having long hours at work, have ill health, both physical and psychological (Rethinam and Ismail, 2008). Therefore, the time and energy consumed at work must be commensurate to the time and energy devoted to life, thus maintaining family and career balance for healthy living.

It is also confirmed that there is positive significant relationship between emotional supervisory support and well-being of employees because emotional supervisory support helps employees function better at work and find a work life fit (Anderson et al., 2002).

The finding showed that high level of organisational support will reduce risk of lower quality of life and promote good health and well-being of employees. Organisations should reduce the level of spill over between work and non-work life.

This is in line with Aminah (2002) that reducing the level of spill over may help to reduce perceived stress and psychological stress and assist to maintain some amount of balance between work and non-work environments.

Implications of findings for Industrial Social Workers

Since employees are experiencing or have experienced changes in management or information systems, the quality of work life becomes dynamic and non static. For example, Stress management techniques have been said to have some short-term benefits to relief strains but they cannot eradicate the problem completely, therefore, industrial social workers and employees should focus on the relationship between the individual job context, working conditions and changes in the workplace. This will create the feeling of fulfillment, job satisfaction that will promote good health and well being among employees.

Industrial social workers should ensure that employers make development of career progression, job context in working environment known to employees, this will promote essential competencies that will make employees excel in their careers which that eventually ensure good quality of work life and good health well-being.

Working long hours reflect poor health both physically and psychologically. Workers health should not be sacrificed for the sake of greater productivity and efficiency in the industry. Therefore, industrial social workers should endeavour to work on employees to balance work and non-work life by having leisure/relaxation time, balance work-family relationship. Employers should provide sport centres, relaxation venues and family party life (even if only at the end of the year.)

The study will assist Industrial Social Workers and Human Resource Personnel to co design work for their employees using humanistic factors as determinant as contained in the constructs of this research.

Conclusion and Recommendations

Employees are the soft assets and the hidden value of a company (Abdeen, 2002) and given the amount of time and energy

people expend at the workplace, it is important for employees to be satisfied about their life at work. It is of note that benefits of quality of work life include job satisfaction, increased productivity, increase positive attitudes of employees and increase employees participation. Reduce absenteeism, lower rates of complaints, fewer employees leaving the service and reduce disciplinary code.

A good human resource practice through the assistance of industrial social workers would encourage employees to be more productive while enjoying their work. Therefore, policies are to be formulated to govern and provide excellent quality of work life among the employees so as to achieve both employees and organisational goals. Alternatives such as career breaks, flexible working arrangements and family friendly employment policies will balance work and non-work life thereby guaranteeing health and wellbeing of employees.

The proper understanding of the constructs of QWL and the dynamic nature will enable human resource practitioners and industrial social workers take proactive steps in integrating relevant strategies, policies, training programs, procedures and coping strategies to improve the quality of work life of employees.

Finally, employers should create a career growth opportunity within their workplace environment so as to lead to better health and wellbeing that may lead to better performance and better productivity of their employees.

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