

QUALITY OF WORK LIFE  
AND SOME DEMOGRAPHIC  
FACTORS AFFECTING  
ORGANISATIONAL COMMITMENT

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## ABSTRACT

The purpose of this study was to examine the relationship between organisational commitment (OC), on the one hand, and quality of work life (QWL) and a selected number of demographic characteristics, on the other. The OC section of the questionnaire utilised the 15-items OCQ by Mowday et al. (1979), and the QWL section of the questionnaire was based on the eight QWL components hypothesised by Walton (1973). The results of the t-test and ANOVA indicate that: (1) no significant difference exists between male and female employees in their perceived level of OC; (2) the OC of the foreign workers is significantly lower than that of local workers; (3) the OC of the employees with less than three years of service is significantly lower than that of those with a longer term of service; (4) the OC of employees in the lowest salary bracket is significantly lower than that of those in the highest salary bracket; (5) the OC of those in top managerial positions is significantly higher than that of those in the lower managerial positions. Pearson's correlation analysis shows a strong and positive correlation exist between QWL of the employees and their reported commitment to the organisation. However, the study revealed a comparatively weak relationship between OC and the five selected demographic characteristics. No significant relationship was found to exist between gender and OC. Multiple regression analysis revealed that QWL components and the five demographic characteristics were found to jointly account for 68.5 per cent of the variance in OC. Stepwise multiple regression revealed that "Continued personal growth and security, adequate and fair compensation for workers, race, salary, developing or enhancing the social relevance of one's work life, safe and healthy working conditions" were the best predictors of OC.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Company's Background

Evergrade Healthcare Products Sdn. Bhd. (EHPSB) is one of the four companies in the Evergrade Group of companies. They are all subsidiary companies of the Leong Hup Group of Companies. EHPSB was incorporated on 8 August 1988 and commenced trading on 1 September 1988. The principal activity is the manufacture of Latex Examination Gloves for overseas markets. With AIDS becoming a world-wild threat, there has been a great demand for Latex Examination Gloves, especially in the advanced G7 countries. EHPSB was one of the pioneer companies to take advantage of the world situation.

Latex Examination Gloves can be divided into sterile and non-sterile types, and powdered and powder-free types. EHPSB produces only non-sterile gloves as the demand for sterile gloves is limited, even though the price of it is much higher. The company is currently producing 80-85% of powdered gloves in the world market.

EHP SB currently employs about 270 workers, includes both Bangladeshi and Indonesian workers. Both foreign and local workers are paid the same rate for the same type of work, as required by the Malaysian Labour Laws. Overtime and shift allowances are paid in accordance with the requirements of the government's labour laws. Bonuses are paid at the discretion of the management.

Training is provided via weekly meetings of factory managers with line leaders, supervisors, and assistant production managers, as well as through on-the-job training. Courses outside of the company are attended by the relevant staff, and fully paid for by the company as and when the need arises. Weekly operating meetings are held and attended by factory managers, production managers, senior supervisors and other department heads. Weekly management meetings are held between the managing director and the factory manager, accountant and the marketing manager to discuss and resolve on-going operating and policy matters affecting the general operation of the company.

EHP SB is currently in the process of attempting to obtain ISO9002 and CE Marking, required for exporting to European markets.



EHPSB is also looking forward to being listed on the second Board in three to four years' time.

## 1.2 Nature of the Problem

Studies on organisational commitment are vital as they provide answers to many questions relating to human behaviour in the world of commerce and industry. Mowday, Porter and Steers (1982) define organisational commitment as the employee's acceptance of organisational values, willingness to exert effort on behalf of the organisation, and the desire to remain as an employee of the organisation. Employee commitment is important for several reasons. To begin with, recent findings indicate that commitment is often a better predictor of turnover than is job satisfaction (Koch & Steers, 1976; Porter et al., 1974). Moreover, findings by Mowday, Porter, and Dubin (1974) suggest that highly committed employees may perform better than less committed ones. Finally, it has been suggested by some that commitment may represent one useful indicator of the effectiveness of an organisation (Schein, 1970; Steers, 1975). These findings have important implications for both organisation theory and the practice of management (Steers, 1977).

Organisational commitment has become a growing concern in recent years because of its importance to organisational effectiveness and efficiency. Its positive implications upon the life of an organisation makes it imperative for