

EXAMINING EMPLOYEE QUALITY OF WORK LIFE (QWL) AS A DETERMINANT OF MANAGERIAL EFFECTIVENESS IN BUSINESS ORGANIZATIONS: A STUDY OF NIGERIA BREWERIES PLC, LAGOS

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ABSTRACT: *The objective of the study is to examine employee the impact of Quality of Work Life (QWL) as a determinant of managerial effectiveness in Business Organizations: A case study of Nigerian Breweries plc, Lagos was chosen. The data for the study was obtained mainly through primary and secondary sources. Five (5) point likert rating scale questionnaire were used to obtain data from the respondents. Pilot test was conducted and the input variable factors used in the study were subjected to exploratory factor analysis to investigate whether the construct as described fits the factors from factor analysis. Kaiser-Meyer Oikin test (KMO) and Bartlett's test of Sphericity (BTS) were used. Two hypotheses were formulated and tested using multiple regression analysis. The findings from the study revealed that several challenging factors are affecting Quality of Work Life (QWL) attainment in Nigerian Breweries Plc. These include employee attitude, working environment, opportunities, nature of work, stress, job challenges, development and career potentials amongst others. The study also reveals that several strategies are adopted by the firm to improve quality of work life (QWL) in enhancing managerial effectiveness. These are adoption of self-managed teams, rewards, work force awareness, work life balance strategy, freedom of choice amongst others. The study recommends that adoption of QWL programmes such as enrichment, social – technical redesign of tasks/ work self-managed teams, participation by employees in decision making, workers empowerment approaches, fair compensations, better communication between management and labor and above all adequate security for workers to facilitate managerial effectiveness.*

KEYWORDS: Quality of Work Life (QWL), Managerial Effectiveness, Business Organizations, Employees

INTRODUCTION

Quality of worklife (QWL) can be equated with a set of objectives, organizational conditions, practices and also with employees' perceptions that they are safe, satisfied and able to grow and develop as human beings. As observed by Ahmad (2015) Quality of worklife (QWL) of an organizational employee has to deals with job of an employee, design of their workplace and what they need to make products or to deliver services more effectively.

Various domestic and international competitions compelled organizations to become more productive and managers respond to this challenge by innovating ways to improve productivity. Some organizations which have been successful, account for their success by providing their employees with a good quality of work life. The executive managers have realized the need to develop a work climate that motivates the employees to perform better in order to enhance the productivity of their organizations. This realization gave birth to a concept called "Quality of

worklife” (QWL) which focuses on improving the conditions of work to create a supportive and healthy work environment.

According to Mullins (1997), the concept quality of work life (QWL) will best be understood if it is seen as a goal, as a process for achieving that goal and as a philosophy setting out the ways people should be managed.

- (a) **QWL as a goal:** - Improving organizational performance through the creation of more challenging satisfying and effective jobs and work environments for people at all levels of the organization.
- (b) **QWL as a process:** - Calling for efforts to realize this goal through the active involvement and participation of people throughout the organization. Through their involvement people can make more meaningful contributions to the business and experience greater feelings of satisfaction, pride in accomplishment and personal growth.
- (c) **QWL as a Philosophy:** - Viewing people as “assets” to be “released” and developed, and capable of contributing knowledge, skills, experience and commitment, rather than as “Costs” that are merely extensions of the production and to be controlled.

The term QWL was originally coined at the first international conference on QWL in 1972 at Arden House, Toronto in Canada (Davis and Cherns, 1975). It is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and that should be treated with dignity and respect (Reddy and Reddy, 2010, P. 827). In fact, it can be previewed that QWL is basically the quality of the relation of an employee with the work environment and other job related experiences in broader sense. QWL provides the employees authority and opportunity to develop their sense of decision making regarding their job, work environment and their productivity.

Broadly speaking QWL involves good working conditions, health, and safety of the employees, good pay and benefits and good supervision.

Ahmad (2013) succinctly captured that, QWL has different meanings to different people. Terms like “work improvement”, “job enrichment”, “worker’s participation”, “industrial democracy” have been widely used to mean quality of working life programme implemented. Manufacturing organizations e.g Nigeria Breweries Plc Lagos, banking firms in Nigeria over time in a bid for improving the quality of working life of employee have adopted many methods into use in order to make their operations more meaningful, organizing workers into smaller, more cohesive groups, letting employees and groups make more decisions about what they do and how they do it, and change the work schedules to suit a worker’s needs. Job are being designed and redesigned to make the work compressing, the work weekly, having flexible work hours, and by using part time workers in order to guarantee managerial effectiveness and productivity attainment, still the same, there are ugly instances and trends of decline in performance and inability to non-attainment of organizational goals and objectives. This have necessitated the curiosity of the researcher to establish while there is such a ugly trend despite the concerted efforts of QWL strategies aimed at repositioning the organization.

QWL is the degree to which complete range of human needs are met, workers that are loyal to their organizations and are satisfied with the ways their jobs are designed will feel that their work fulfils all the organizational obligations.

In Practice, QWL requires a willingness to share power, extensive training for workers and managers and lots of patience by all those involved in the programme. It is pertinent that workers know the basic issues relating to costs, quality, profit and loss of the organization and managers should understand their new roles as leaders, helpers and information gatherers.

Statement of the Problem

The way and manner in which business organization design task and job responsibility, working conditions, employee security, health and safety packages of employees, pay and benefit(s), supervising schedule will facilitate attainment of managerial effectiveness and productivity.

Most business organizations have adopted these operational measures and strategies, that will guarantee quality of working life (QWL) in organization but still the same there are ugly trends of non-performance, low markets share revealing that there is lack of managerial effectiveness. The researcher therefore intends to survey and establish why it is so.

Objectives of the Study

- (1) To determine the challenging factors affecting the attainment of quality of working life (QWL) in enhancing managerial effectiveness in Nigeria Breweries Plc.
- (2) To evaluate the strategies adopted by Nigeria Breweries Plc to improve quality of working life (QWL) in order to attain managerial effectiveness.

Research Questions

- (1) What are the challenging factors affecting the attainment of quality of work life (QWL) in enhancing managerial effectiveness of Nigeria Breweries Plc.
- (2) To what extent has Nigeria Breweries Plc adopted strategies to improve quality of working life (QWL) in order to enhance the attainment of managerial effectiveness.

Research Hypotheses

- H₀₁:** There are no challenging factors significantly affecting the quality of work life (QWL) attainment in enhancing managerial effectiveness of Nigeria Breweries Plc.
- H₀₂:** Strategies adopted by Nigeria Breweries Plc to improve quality of work life (QWL) have not enhanced the attainment of managerial effectiveness.

REVIEW OF RELATED LITERATURE

The Concept of Quality of Worklife

Serey (2006) proposed the definition of quality of worklife (QWL) which is related to the current work environment. The definition explains the most meaningful and satisfying way of work which includes:

1. An opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self – direction.
2. An activity thought to be worthwhile by the individuals
3. An activity in which one understands the role the individual plays in the achievement of some overall goals and
4. A sense of taking pride in what one is doing and is doing it well.

Quality Work Life (QWL) programmes are to develop working conditions that satisfy employee needs. The satisfaction of employee needs can be determined considering how much he is engaged in work emotionally and intellectually. So, QWL activities incorporate socio – psychological needs of employees, requirements of particular technology and structure and processes of an organization. Its main objective is to focus on creating a good working environment, with the result; employees work together cooperatively and contribute their best to achieve the organizational goals. The basic purpose to improve QWL is to change the climate at work so that human technological organizational interface leads to better quality of work life.

Bruce Warman in Ahmad (2015), an organizational development consultant concerned with General Motors, defines quality of worklife (QWL) “as a goal and process”. The goal is the creation of more effective, satisfying jobs and work environment for people at all levels of the organizations and process is, QWL, realizing this goal by active participation.

Lau, Wong, Chan and Law (2008) operationalized QWL as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities.

Haskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards leading to the organizations growth and profitability.

Buekema (1987) describes QWL as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organization gives to its employees to design their work.

From the above positions, one can establish that the current work environment should offer sufficient rewards, benefits, recognition and control to employees over their actions to some extent, but still their personal lifestyles, leisure activities, individual value systems, health and other personal issue that are pertinent for their well-being. The executive management should endeavour to develop jobs and working conditions that are excellent for the employees to facilitate and make them productive in work settings.

According to Bateman and Snell (1999) quality of work life (QWL) programs create a workplace that enhances employee well – being and satisfaction. The general goal of QWL programs is to satisfy the full range of employee needs. They emphatically stressed that QWL has eight categories: -

1. Adequate and fair compensation
2. A safe and healthy environment
3. Jobs that develop human capacities
4. A chance for personal growth and security
5. A social environment that foster personal identity, freedom from prejudice, a sense of community, and upward mobility.
6. Constitutionalism or the rights of personal privacy, dissent, and due process.
7. A work role that minimizes infringement on personal leisure and family needs.
8. Socially responsible organizational actions.

Luthans (2001) observed that, the overriding purpose of a QWL program is to change and improve the work climate so that the interface of people, technology, and the organization makes for a more favourable work experience and desired outcomes. This can be attained through employees who are truly empowered and work within a participatory, problem – solving framework and committed to the organization and to the union in order to realize organizational effectiveness and productivity.

Basic Components of Quality of Worklife (QWL)

As noted by Ahmad (2015) employers are honestly trying to address the issues of employee turnover and job satisfaction. To achieve this goal, many companies have now focused on structured groups and conducted employees’ satisfaction surveys to find out the reasons by which they can make their employees happy. They found out that worklife policies and practices are of great importance and make employees feel valued and in turn they exhibit positive work outcomes such as job satisfaction, loyalty, retention and balance between job and family life.

Some major issues which can form the basic components of QWL are summarized below;

a. Employment Security

In this era of downsizing, mergers and acquisitions, lay – offs and restructuring, many employees have started fearing for their jobs, steady and regular jobs have now become a thing of the past. This has included employees’ loyalty towards organizations and their retention in that organization.

More so, innovation in work practices and technologies is also posing threat to the employment.

Organization of Economic Cooperation and Development (OECD) (1996) noted that job security has become the most critical and controversial issue in contemporary work environments, job security is the most important characteristic of QWL and symbolizes the capability of organizations to provide steady and regular employment irrespective of any change in work environment.

This job security of employees should be the most fundamental concerns of higher management especially in the work environment where many aspects of jobs are delegated.

b. **Health and Well – being**

This refers to the physical and psychological state of an individual in any working condition. It has been established by various workers like Asakura and Fujigaki (1993), Jacovides, Fountoulakis and Kaprins (2003) that working conditions influence both directly and indirectly on workers' health and well – beings. They also found out that higher job demand leads to higher strain work environment and adversely affects the health and well – being of employees.

Similarly, healthy work environment provides the assurance of good health and psychological conditions to the employees which enable them to perform their duty efficiently. Thus, unstressful workplace not only provides the financial reimbursement or other benefits to the employee but it also gives them a feeling of satisfaction and gratification that they experience. These feelings in turn result in good health and well-being of the employees (Sev, 2011).

c. **Job Satisfaction**

Various research studied conducted on job satisfaction have revealed that employees who are more satisfied with their jobs are more loyal and committed to their organization. On the other hands, individual who are not satisfied with their jobs are more likely to abandon their organization either temporary by absenteeism or permanently by turn over. The scope of job satisfaction varies with the industries however, general concepts such as physical conditions that allows 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 the study of QWL (Lamond and Spector, 2000).

d. **Professional and Personal Life Balance**

Striking the balance between the professional and private life has become a major concern for both the employer and the employees in an organization. Because of excessive competition nowadays, it has become quite difficult to balance professionals and private life.

Ahmad (2013) noted that, a balance in professional and personal life is a major component of QWL as employees today are more desirous to have a harmonious, balance between career and family. This balancing act has been continuously recommended both at the international levels and national levels in several countries.

Allen et al (2000) emphasized that problems associated with family responsibilities are other sources that may reduce QWL among professionals. They also stated that when an employee has higher work responsibility, there will be more spillover of negative work outcomes on family life.

The demand of managing responsibilities both at work and home is a potential source of stress also. It is also observed that, conflict related to work and personal demands leads to negative health outcomes for employees, may decrease organizational commitment, job satisfaction and increased exhaustion which finally leads to poor QWL.

The work pressures also affect an employee's social environment hence; if timely corrective measures are not taken then it may result in a poor social life.

Bijeveld, Andries and Rijkevorsel (2000) have suggested some alternatives such as career breaks, flexible working arrangements and family friendly employment policies to maintain the balance between work and non-work life. Therefore, balance between work and non – work life is suggested as one of the measures of QWL.

Factors Affecting Quality of Work Life (QWL)

Ahmad (2013) observed that, there are various factors that influence and decide the quality of work life in the work environment. Some of them are;

- a. **Attitude:** An individual's attitude reflects his or her value, personality and perception. These values and perceptions help a person to act in a particular manner. Attitude in the context of QWL related with knowledge, skills, expertise, experience, sense of belongingness in the organization and many other relevant factors.

It is pertinent for employees who are assigned respective tasks and responsibilities that, they should be acquainted with all of these above factors that may affect his or her QWL.

- b. **Environment:** Environment relates to all the influence whether external or internal which has a critical effect upon the organization and its people. An employee has to be well versed with his or her job may involve dealing with customers of different temperament, likings, behaviors, who have varied tolerance level preference, behavioral patterns, and intelligence etc. He or she should also be well adapted to any work environment which may be encountered by him or her and it may be like handling dangerous machines or animals. They should be utmost concern with maximum safety levels and be conscious of what they are doing. In this way, they will remain safe and secure and enhance their QWL.
- c. **Opportunities:** Wangchuck (2013) noted that there are many jobs that provide opportunities to the employees for advancement and enrichment of their qualities and skills like – learning, research innovation, self-development, exploration etc. whereas, some of the jobs are boring, routine jobs that don't have any space for improvement in any case so, becomes uninteresting. It is natural that if given the opportunity, most of the employees would prefer first type of job for their career and satisfaction.
- d. **Nature of Work:** Some employees perform jobs which involve high level of risks along with responsibilities. For example, a driver, fire fighter, site

engineer etc. These people need to be more conscious when performing, their duties in order to avoid any risks on job which may be as lethal as using their lives or any body part. The risk involved in these jobs is generally permanent and irreversible.

Some jobs involve being more prudent and tactful in handling the situations, for example – a doctor, a judge, a pilot etc. Any action of these people will affect not only him or her but it may adversely affect the other person involved in their action.

Some other types of jobs give a highly secure working environment to their holders but demands a high accountability and responsibility. E.g – the job of a teacher, a security guard, a CEO of a company. These people cannot afford to be sloppy as their jobs involve things of substance and worth.

Likewise, each job offers pros and cons to the employees and it is up to them how efficient they are in performing their jobs without any risk. This practice will help them in their QWL.

- e. **Organizations Possess top level managers, middle level managers and lower subordinates:** Organizational stakeholder has to encounter these levels of people in an organization. Out of organization, one can face a diverse pool of persons with different attitudes, purpose, mindset and nature. Anyone who interacts with different types of people should possess a high level of discretion, cool temperament, tactics and other positive human values.
- f. **Stress:** This is an uncomfortable feature for the human body, as it is an individual's adaptive responses to a demand. Stress is generally associated with the tasks or jobs an employee is expected to perform as it may arise from work overload, inadequate resources and other task characteristics.

Different people in an organization experience different types of stress which may be either physiological, physical, and mental stress or psychological emotional stress. Ahmad (2013) observed that people holding high positions anywhere in the world are likely to be susceptible to great psychological stress and may sometimes experience physiological stress.

On the other hand, people performing menial jobs or low grade jobs are highly prone to physiological stress rather than psychological ones. It has been established that psychological stress is more dangerous and fatal than physiological (Sev 2006).

- g. **Job Challenges:** The job involving no risks and with a set routine makes it lose sheen and causes it to become dull. Employee performing these types of jobs very often become prone to boredom and loses their interest in that job. To avoid the situation, it is ambit necessary that job should offer at least some challenges to the workers so that in pursuing those challenges they take interest in the job.

Challenges within the job enables an employee enhance his knowledge, skills and potentials whereas routine job makes a person dull, frustrated and less

enthusiastic. Risky jobs also increase the confidence of the employee and provide great satisfaction in accomplishing these jobs.

- h. **Development:** If an organization fails to provide opportunity for growth and personal development of an employee, it becomes very difficult to retain those highly talented personnel in that organization. This can lead to a difficulty of finding new talents with equal level of experience and skill from amongst the large group.

The most common form of development provided by organization is mentoring, coaching, job rotation and tuition assistance (Dessler 2011) with this in place, QWL will be enhanced.

- i. **Career Potential:** Career is a series of jobs an individual has over his or her lifetime. This job may reflect an upward trajectory meaning that one will have increasing responsibilities, compensation and more prestigious title with each subsequent position (Mckay in Ahmad, 2013).

Career development provides the basis for ongoing learning and development and also, helps to increase the individuals, personal satisfaction and motivation and conjointly decides quality of work life. Career development has become the primary responsibility of individuals in the organizations. Organizations must ensure the accessibility of a healthy and feasible atmosphere for the employees. There is a need to carry on learning with the rate of change of workplace environments. This may foster increase control at one's learning and development and motivating work life.

Strategies for Improving Quality of Worklife (QWL)

The main aim of QWL is to create a work environment where employees work together in cooperation with each other and contribute to fulfill the organizations goals.

In other words, we can say QWL is the shared responsibility of both, the management and the employee.

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of quality of working life.

Several such needs were identified, skills variety, task identity, task significance, autonomy and feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

Shuttle (1977) have suggested some strategies to improve QWL in organizations;

- a. **Self-Managed Teams:**

Self-managed teams are basically implemented to improve the QWL and productivity. Self-managed team refers to a group of employees also called autonomous work groups or socio – ethical teams. It aims at achieving balance between the human and technical systems of an organization. It is guided by its team leader. The leader is responsible for encouraging the group to enhance its problem solving and self-evaluation skills. This promotes a shared sense of

responsibility and accomplishment among all the members of the team, and motivates them to perform better.

Additionally, to the above, other principles recommended by experts to improve the QWL are;

- i. Safety and security has to be provided to the employees at the workplace to avoid the fear and stress in the minds of people.
- ii. Everyone should be considered equal under the law as per rewards are concerned and the main criteria considered for awarding rewards should be hard work of an employee.
- iii. The organization should provide opportunities and facilities to improve the individual personality and potentiality of the people.
- iv. There should be a more meaningful participation of all the people at all the levels in all the decision making process.

b. Rewards:

Reward systems may be financial or non – financial in nature. Financial rewards include increase in salary or special performance bonus. Non – financial rewards include responsibility, opportunities for growth and development along a career ladder etc. Thus, QWL approach can be used to minimize industrial conflicts and reduce mistrust between labour and management.

The supervisors and managers influence the productivity of the workers and the success of QWL initiatives and also motivate the workers to enhance quality of work. Also, they influence design of jobs, the development of the reward system and development of team work (Koontz and Weihrich, 2006).

c. Role of Human Resource (HR) Manager:

HR managers need to develop working strategies outlining the relationship between participation of management and employee and subsequently collective issues can be undertaken and resolved between the two. The manager must understand their new role as leaders, helpers and information gatherers. The manager should look into the various aspects of employee welfare, such as compensation benefits, health and safety, employee services, counseling and other relevant issues to facilitate the overall important of QWL.

d. Workforce Awareness:

It is important to understand the thinking of the workforce, before launching any QWL programme. Involvement of the managers, engineers, workers, representatives and even outside consultants is necessary at the initial stage. All employee should be made aware for the introduction of QWL programme and its expected impacted.

The management should develop career path for employees, train them and periodically assess their skills. Career guidance can be made more effective if such career development activities are taken up in coordination with other activities carried out by HRM department.

e. **Design and Maintain Inter-Group Relationship:**

To improve the quality of work life, management should pay attention to the dynamics of intra-group and inter-group relationships. Management should be open to all the groups in all decisions and activities of the organization. Inter-group meetings may be used to minimize the unfavourable effects of inter-group conflict, then improving QWL.

f. **Freedom of Choice:**

The employee should be given freedom to work in the ways they feel to a certain extent. Job design has impact on the motivation, satisfaction and productivity of employees. Although there is no specific job design strategy to improve the quality of work life, but then also the management should encourage the involvement of workers in designing jobs. There must be freedom of employees to make decisions regarding distribution of work, production methods, selection of team members etc. work redesign helps in actual and attitudinal changes that manifest in the socio – cultural and political systems.

The implementation of suggestion scheme is also necessary because it helps in improving the system of the organization.

g. **Work – life balance strategy:**

According to Dinting (2009), there should be a work – life balance in which employees should achieve a satisfactory equilibrium between work and non – work activities (i.e parental responsibilities and wider caring duties, as well as other activities and interests). This entails adopting a flexible time option schedule for employees in order to balance organization requirements and personal expectations / life style.

METHODOLOGICAL FRAMEWORK

The survey design adopted in this investigation was largely quasi-experiment hence it placed premium on simple survey. The population of the study consisted of all the staff of Nigeria Breweries Plc Lagos totaled at 2,360 as at December 31st, 2015.

For the determination of the sample size, Yamane's (1964) formula was used. The rationale was to attract the highest objectivity so as to guarantee validity and reliability in the research endeavour.

In this research, the level of confidence is 95%, hence the significance level is $1 - 0.95 = 0.05$

Yamane's formula is stated below;

$$n = \frac{N}{1 + N(e)^2} \quad \text{where: } n = \text{sample size}$$

1 = constant value
N = population size
e=Coefficient of confidence or margin of error or allowable error or level of significance

$$n = \frac{2,360}{1 + 2,360 (0.05)^2}$$

$$n = \frac{2,360}{1 + 2,360 (0.0025)}$$

$$n = \frac{2,360}{1 + 5.9}$$

$$n = \frac{2,360}{6.9}$$

$$n = 342$$

In ascertaining the validity of the measuring instruments for the research, content validity is applied and it consists of face and sampling validity and construct validity as applied.

For face validity, the expert opinion on the subject was sought to confirm the extent to which the questionnaire has face validity. The experts consulted in this case are, the Managing Director/ CEO of the company, the executive director human resource management, Executive director finance and administration, Executive director commercials, and Executive director production.

All confirmed the questionnaires used for the study as adequate for face validity.

For construct validity, a pilot test was conducted and the input variable factors used in this study were subjected to exploratory factors analysis to investigate whether the construct as described fits the factors from the factor analysis. Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin Measure of sampling adequacy are applied in determining the construct validity.

For reliability of research instrument measures the consistency or precision of the measure. Gay (1996), states that reliability means dependability or trustworthiness and that any reliable measure yields the same results anytime it is administered. Cronbach Alpha was used in determining the reliability of the instrument using dimensions of quality of work life such as

- a) Adequate and fair compensation.
- b) A safe and healthy environment.

- c) Change for growth on the job.
- d) Constitutionalism.
- e) Jobs that develop human capacities.
- f) Social environment that foster personal identity, freedom from prejudice, a sense of community and upward mobility.
- g) A work role that minimizes infringements on physical leisure and family needs.
- h) Socially responsible organization actions.

Table 1.0 Factor and Reliability Analysis for dimensions of quality of work life used in determining Managerial Effectiveness.

S/NO	Common Dimensions of Quality Of Work Life(QWL)	Factor Loading	Cronbach Alpha	Number of Items
	Adequate and fair compensation		0.877	4
1.	Organization pay me adequate when due.	0.899		
2.	Adequate and fair compensation guarantee worklife balance and satisfaction. Fair compensations enhances organizational effectiveness	0.908		
3.	The components of compensation ranges from salaries, bonuses, incentive package, welfare package amongst others.	0.733		
4.		0.948		
	A safe and healthy environment.		0.841	5
1.	Organization establish safe working conditions from a physical point of view and logical working hours	0.872		
2.	There are legislations aimed at having less noisy environment, illuminations, workspace, accident avoidance, reasonable work hours. All elements of organizational stress are well managed for organizational effectiveness.	0.707		
3.	How satisfied are you with the hygienic situation in your place of work.	0.879		
4.	How satisfied are you with security, equipment and protective devices in your organization.	0.866		
5.		0.902		

S/NO	Common Dimensions of Quality Of Work Life(QWL)	Factor Loading	Cronbach Alpha	Number of Items
	Growth on the job		0.901	5
1.	There are fair and adequate opportunities to exercise one's talent/capacities to face challenges and situations that require inadequate initiative and self-direction.	0.812		
2.	Employees are exposed through proper training, workshop to understand their role expectations. There is pride in what one is doing well.	0.823		
3.	You are satisfied with your periodic performance evaluation at work.	0.709		
4.	You are satisfied with the importance of task, work and activity that you do.	0.778		
5.		0.806		
	Constitutionalism		0.803	5
1.	Employees are avail with the right of freedom of expression so that they are not afraid to contribute to organizational growth.	0.872		
2.	Their inputs influence nature of law in organizations and growth. Quality decision making is achieved through their collective contributions.	0.774		
3.	Are you satisfied with the norms and rules at your workplace.	0.882		
4.	How satisfied are you with the company for respecting the workers right.	0.722		
5.		0.699		

	Development of Human Capacities		0.825	3
1.	High QWL is dependent upon the extent to which jobs allows the employees to use and develop his/her skills and competencies.	0.772		
2.	Attribute use by organization to develop employees' capacities include autonomy, skill variety, task significance, feedback.	0.805		
3.	There is consistent application of strategies to develop human capacities.	0.844		

	Social environment that foster personal identity, freedom etc.		0.812	4
1.	There is high level of freedom experience by employee.	0.870		
2.	Employees are allowed to embark on leave, holiday when necessary.	0.886		
3.	No discrimination among race, religion, sex in the workplace.	0.788		
4.	Relationship with superior and subordinates is cordial.	0.790		
	Total life space		0.925	6
1.	Organization encourage work role that minimizes infringement on physical leisure and family needs.	0.890		
2.	There is balance role that encompassed work, schedules, career demands, travel requirements, advancement, and promotions.	0.790		
3.	There is work-life balance in which employees achieve satisfactory equilibrium between work and non-work activities.	0.818		
4.	There is adaption of flexible time option schedule for employees in order to balance organization requirements and personal expectations/lifestyle.	0.755		
5.	Employee are faced with long working hours, heavy workload, shift duties are handling demanding and deficient customers.	0.805		
6.	Over demanding responsibilities schedules leads to stress.	0.788		

	Socially responsible organization Actions.		0.790	6
1.	Organizations create suitable atmosphere for work that reinforce feeling of attachment of the staff.	0.792		
2.	The positive action of organization reinforces employee's feelings that they are needed by the organizations.	0.880		
3.	Employees achieve personal identity and self-esteem because of the influence of climate of his workplace such as freedom from prejudice, sense of community, interpersonal openness, and absence of stratification in the organization and existence of upward mobility.	0.815		
4.	Are you satisfied with the human resource policies?	0.822		
5.	Are you satisfied with the ethical guideline and cultural attribute shared among employees?	0.697		
6.	There is high spirit of supportiveness, care, socio-emotional assistance, respect of	0.802		

	individuals, openness existing between supervisors and subordinate.			
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Table 3.0 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.306
Bartlett's Test of Sphericity	Approx. Chi-Square	70.140
	df	28
	Sig.	.000
Overall reliability Statistics: Cronbach's Alpha		0.847

KMO & Bartlett's Test of Sphericity is a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. We can see that we have good values for all variables for the MSA but the overall value is a bit low at 0.306, however Bartlett's Test of Sphericity has an associated P value (sig in the table) of < 0.001 as by default SPSS reports p values of less than 0.001 as 0.000, So from the above results we know that we can now continue and perform a valid factor analysis.

The SPSS analysis gives an overall Cronbach's Alpha values of 0.847. More so, the individual Cronbach's Alpha values for all the Quality of Work life (QWL) dimension as obtained are high enough. This is an indication that our instruments are reliable. According to Everitte (2006), an alpha value of less than 0.60 is unacceptable; 0.60-0.65 is undesirable, 0.65-0.70 is minimally acceptable; 0.70-0.80 is respectable; 0.80-0.90 is very good and more than 0.90 means consider shortening the scale by reducing the number of items. Our overall reliability statistics i.e Cronbach Alpha value of 0.847 means that our instruments are very reliable.

Data Presentation and Analysis

Table 1: *Respondents views concerning challenging factors affecting quality of worklife (QWL) attainment in Nigeria Breweries Plc.*

Statement	Respondent Category	Degree of response					
		SA	A	U	D	SD	Total
There are several challenging factors affecting quality of worklife (QWL) attainment in Nigeria Breweries Plc such as attitude, environment, opportunities, nature of work, organizational managers, stress, job challenges, development, career potentials amongst other	Top Management	40	17	0	0	1	58
	Middle Management	65	38	1	2	1	107
	Lower level managers	115	55	2	3	2	177
	Total	220	110	3	5	4	342

Source: Field Survey at Nigeria Breweries Plc Lagos (2016)

There has been overwhelming view among the respondent as indicated in table 1 above pertaining challenging factors affecting quality of worklife (QWL) attainment in Nigeria Breweries Plc Lagos. Respondents were of the view that numerous factors are responsible to this. They include; attitude of individual employees, internal and external organizational environment, lack of opportunities for employees for advancement and enrichment of their qualities of skills, research, innovations, self-development amongst other. Other factors include, nature of work whether it is highly risky or not. The types of managers at top middle and lower levels (i.e their attitudes, mindsets, purpose and nature), stress associated with the tasks or jobs amongst others.

Infact 220 of 342 (or 64.32%) felt strongly that these factors are affecting quality of working life. 110 out of 342 (32.16%) also agree on the position. Only 12 out of 342 (or 3.50%) exhibited a contrary opinion on the notion.

H₀₁: *There are no challenging factors significantly affecting the quality of work life (QWL) attainment in Nigeria Breweries Plc for managerial effectiveness.*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.351	16.15348

The value of 0.696 indicates that there are challenging factors which significantly affecting the quality of work life (QWL) attainment in Nigeria Breweries Plc for managerial effectiveness. The R square is the coefficient of determination which is 0.485 with 48.5% proportion of variance in the dependent variable.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5649.197	6	941.533	3.608	.011 ^b
	Residual	6001.503	23	260.935		
	Total	11650.700	29			

The table shows that the independent variables are statistically significantly, $F(6, 23) = 3.608$, $P < 0.05$. We reject the null hypothesis which states that there are challenging factors significantly affecting the quality of work life (QWL) attainment in Nigeria Breweries Plc for managerial effectiveness.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	31.958	6.559		4.872	.010
Attitude	5.656	1.316	4.583	4.299	.020
Environment	3.998	3.458	1.925	4.048	.000
1 Opportunities	1.153	1.233	.841	.935	.049
Nature of work	6.206	3.768	11.852	4.301	.000
Stress and Job Challenge	2.407	1.208	.291	.337	.039
Organizational Manager	6.458	1.649	4.681	3.916	.001

Interpretation.

$y = X_1 + X_2 + X_3 + X_4 + X_5 + X_6 + C$ where C is the constant.

Predicted $y = 5.656X_1 + 3.998X_2 + 1.153X_3 + 6.206X_4 + 2.407X_5 + 6.458X_6 + 31.958$

Impacts of challenging factors have a significant effect on the quality of work life (QWL) attainment in Nigeria Breweries Plc for managerial effectiveness.

Table 2: *Respondent opinion pertaining strategies adopted by Nigerian Breweries Plc to improve Quality of Work life (QWL) in enhancing the attainment of Managerial effectiveness*

Statement	Respondent Category	Degree of response					
		SA	A	U	D	SD	Total
Strategies adopted by Nigerian Breweries Plc to improve quality of worklife in order to enhance managerial effectiveness include; self-managed teams, rewards, role of human resources managers, workforce awareness, freedom of choice, work life balance strategy amongst others	Top Management	30	20	0	0	2	52
	Middle Management	75	35	2	3	0	115
	Lower level managers	110	50	3	6	6	175
	Total	215	105	5	9	8	342

Source: Field Survey at Nigeria Breweries Plc Lagos (2016)

There has been overwhelming view among the respondents as indicated in table 2 above pertaining the strategies adopted by Nigerian Breweries Plc Lagos to improve quality of worklife (QWL) in enhancing the attainment of managerial effectiveness. Respondents were of the view that self-managed teams, better financial and non – financial rewards, human

resource managers, (HRM) developing working strategies outlining the relationship between participation of management and employee to facilitate better settlement of issues between parties, organizational workforce being aware of the expected impact of quality of worklife programmes, holding frequent meetings at inter-group levels to address QWL issues and workers been given a freedom of choice to design jobs in way and manner that will facilitate.

Thus out of 342 subjects 215 (representing 62.86%) agreed strongly on the assertion or statement under reference. Infact only 105 (30.70%) of the respondents only agree on the matter. Only 22 out of 342 respondents (or 6.43%) felt otherwise.

H₀₂: Strategies adopted by Nigeria Breweries Plc to improve the quality of work life (QWL) have not enhanced the attainment for managerial effectiveness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.383	15.40243

The value of 0.715 indicates Strategies adopted by Nigeria Breweries Plc to improve the quality of work life (QWL) have not enhanced the attainment for managerial effectiveness. The R square is the coefficient of determination which is 0.511 with 51.1% proportion of variance in the dependent variable.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5693.065	6	948.844	4.000	.007 ^b
	Residual	5456.401	23	237.235		
	Total	11149.467	29			

The table shows that the independent variables are statistically significantly, $F(6, 23) = 4.000$, $P < 0.05$. We reject the null hypothesis which states that Strategies adopted by Nigeria Breweries Plc to improve the quality of work life (QWL) have not enhanced the attainment for managerial effectiveness.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.847	6.255		4.932	.000
	Self-managed teams	5.711	1.254	4.730	4.553	.010
	Rewards	4.186	3.297	1.318	4.302	.020
	Human resource manager	1.085	1.176	.809	.923	.036
	Workforce awareness	6.410	3.593	2.268	4.567	.000
	Freedom of choice	0.463	1.152	.339	.402	.041
	Work life balance	6.518	1.572	4.830	4.145	.009

Interpretation.

$y = X_1 + X_2 + X_3 + X_4 + X_5 + X_6 + C$ where C is the constant.

Predicted $y = 5.711X_1 + 4.186X_2 + 1.085X_3 + 6.410X_4 + 0.463X_5 + 6.518X_6 + 30.847$

Strategies adopted by Nigeria Breweries Plc to improve the quality of work life (QWL) have a relationship with the attainment on managerial effectiveness.

DISCUSSION OF FINDINGS

Interestingly, the study has produced startling discoveries as evident from the data presentation and analysis above.

First and foremost, it was found that there are several challenging factors which are significantly affecting the quality of work life (QWL) attainment in Nigeria Breweries Plc, Lagos. These challenging factors include individual attitudes relating to knowledge, skills, expertise, experience / regarding the task and responsibility assigned to employees, environment in which the employee work with respect to whether they are handling dangerous machines or animals, whether there are opportunities on the job for advancement and enrichment in quality skills like learning, research innovation and development, self-development, exploration etc or whether jobs are boring, uninteresting nature of task, the high risky nature of the job and responsibility, stress factors, the mindset of managers at work, failure of the organization to provide opportunities for growth and personal development of employee, lack of healthy and feasible atmosphere for employees amongst others.

This agree with the views of Schermerhorn, Hunt and Osborn (2005), who asserts that quality of worklife (QWL) is a prominent indicator of the overall quality of human experience in the work place. A commitment to QWL can be considered as a cornerstone value of organizational behavior.

Theorists with a strong human orientation such as Douglas McGregor (1960) set the stage for this value very early in the life of the discipline. He contrasted what he called theory X assumptions – that people basically dislike work, need direction, and avoid responsibility – with theory Y assumptions – that people like work, are creative and accept responsibility. For McGregor, theory Y was the most appropriate, when people were treated well at work, he believed they would respond positively and as expected.

Nwachukwu (2009) emphasized that, the hallmarks of excellence in management and organizations include empowerment – involving people from all levels of responsibility in decision making; trust – redesigning jobs, systems and structures to give people more personal discretion in their works; performance based rewards – building reward systems that are fair, relevant, and consistent, while contingent on work performance; responsiveness – making the work setting more pleasant and supportive of individual needs and family responsibilities and work life balance – making sure that the demands of the job are a reasonable fit with one's personal life and non – work responsibilities.

The implication of the above position is that executive management of Nigerian Breweries Plc Lagos needs to design and redesign suitable work conditions, job responsibilities, systems and

structure in a way that will be interesting to employees. And fair relevant and consistent incentive packages / rewards are pertinent for employees to facilitate attainment of managerial effectiveness.

More to the above, the strategies adopted by the Nigeria Breweries Plc Lagos in improving Quality of Work Life (QWL) in order to enhance managerial effectiveness include self – managed teams, rewards, reinforcement of the role of Human resources managers, work force awareness, constant meeting of inter-groups in organizations to minimize the unfavorable effects arising from conflicts, freedom of employees to participate in decision and work life balance between personal expectation and organizational requirements. This conforms the view of Hodgetts and Luthans (2000) who emphasized that having a socio technical job design culture that blend the personnel and the technology in the work place, emphasizing work centrality culture that defined the importance of work in an individual’s life relative to his or her other areas of interest (family, church, leisure) provides important insights into how to motivate human resource in different cultures.

Again, motivating human resources across cultures in an organization will lead to job satisfaction which will lead to more organizational commitment resulting to managerial effectiveness.

Amstrong (2009), Sev (2013) maintains that with effective application of Human resource managers’ roles including service delivery roles, change agent roles, mediators’ roles, internal consultancy role, guardian of value role, company spokesman’s role amongst others will enhance managerial performance and effectiveness. Participative decision making in the organization by all employees will also lead to attainment of QWL and managerial effectiveness.

Nwachukwu (2009) emphasized that managerial effectiveness means design the right thing. Effectiveness is the optimal balance among the various adaptation and maintenance of activities. These activities could include;

- a. Acquiring resources
- b. Making efficient use of inputs relative to outputs
- c. Producing outputs or services or goods
- d. Performing technical and administrative tasks rationally
- e. Investing in the organization
- f. Conforming to codes of behavior
- g. Satisfying the varying interest of people and groups

The implication of the above position is that, adequate attention by the executive management is necessary in addressing all the requirements and strategies for improving the QWL in order to attain managerial effectiveness by the Nigeria Breweries Plc Lagos.

CONCLUSION AND RECOMMENDATIONS

Quality of work life (QWL) issues should not be compromised by organizations. The executive management of organizations should recognize the fact that, the greater the intrinsic value of the work being performed, the more satisfying it is to the individual performing it. The greater the status attributed to work, an occupation, or a specific job, the more satisfaction yielding it

becomes to the performer. Therefore, all the ingredients that will make work rewarding to employees such as job enrichment, socio technical redesign, rewards, self-managed teams, work force awareness amongst others be encouraged by organization management. The study therefore recommends as follows:

1. The Nigerian Breweries Plc Lagos Executive Management in relation with the Human Resource Management Department should ensure that there is periodic review of employee needs to facilitate improvement in Quality of work life (QWL) and rise in the satisfaction level of employees. This should require adopting quality of work life (QWL) programmes such as job enrichment, and socio – technical redesign into comprehensive efforts to improve the quality of working environment.
2. Efforts by the executive management of the organization by emphasizing the elements of quality of work life programme be included in total quality management, workers' empowerment approaches / strategies to facilitate improved profitability of the organization.
3. Nigerian Breweries Plc Lagos executive management should endeavor to improve quality of work life of employees by adapting methods that will make work meaningful by organizing workers into smaller, more cohesive, groups letting employees and groups make and participate in decision making process about what they do and how they do it and change the work schedule to suit a worker's needs.
4. Constitution of work management teams to design and redesign work to make it more meaningful is pertinent. Here work schedules should be made to be varied by compressing the work week, having flexible work hours and having part – time worker option is encouraged.
5. Formation of quality assurance department headed by a director, who will ensure that all the strategies aimed at improving quality of working life (QWL) for attainment of managerial effectiveness by Nigeria Breweries Plc Lagos is pertinent.
6. On a specific note, human resource management (HRM) department be reminded of their noble roles of service delivery, internal consultancy, guardian of value, change agency, facilitator, mediator, company spokesman, business partners and strategic roles to help reposition organization and by consistently reminding executive management of their noble responsibility of providing QWL requirements that will make life meaningful and attractive for employee at all times to enhance managerial effectiveness in Nigerian Breweries Plc Lagos.
7. Good organizational climate and healthy work environment that is conflict free be encouraged by executive management to facilitate high productivity, attainment. This will be attained through good working conditions, health and safety of the employees, good pay and benefits and good supervision.

8. Creation of learning opportunities by organization for employees and all round development of the human capital of organization is important.
9. An amiable work environment that ensures good health and psychological conditions which enables the employees to perform all their tasks and functions without any restraint is recommended. This will yield a friendly environment that will enhance employee – participation for organizational decision making and develop better communication between labor and management. Above all, will ensure fair compensation and security, for workers which will lead to better performance and make employees to show high loyalty to organization.

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APPENDIX

Research Questionnaire:

Here is questionnaire on examining employee Quality of Work Life (QWL) as a determinant of managerial effectiveness in business organizations: A study of Nigerian Breweries plc, Lagos.

You have been chosen as one of the respondents in this study. You are therefore humbly requested to supply honesty and sincere answers and responses to questions by tick as appropriately as you can in the boxes/spaces provided.

1. There are several challenge factors affecting Quality of Work Life (QWL) attainment in Nigerian Breweries Plc such as attitude, environment, nature of work, stress, job challenges, career development amongst others.
 - a) Strongly Agree (SA) []
 - b) Agree (A) []
 - c) Undecided (U) []
 - d) Disagree (D) []
 - e) Strongly Disagree (SD) []

2. The organization adopts various strategies to improve quality of work life (QWL) such as rewards, work life balance, constitutionalism, growth on the job, safe and healthy environment, serial environment, development of human capacities amongst others.
 - a) Strongly Agree (SA) []
 - b) Agree (A) []
 - c) Undecided (U) []
 - d) Disagree (D) []
 - e) Strongly Disagree (SD) []