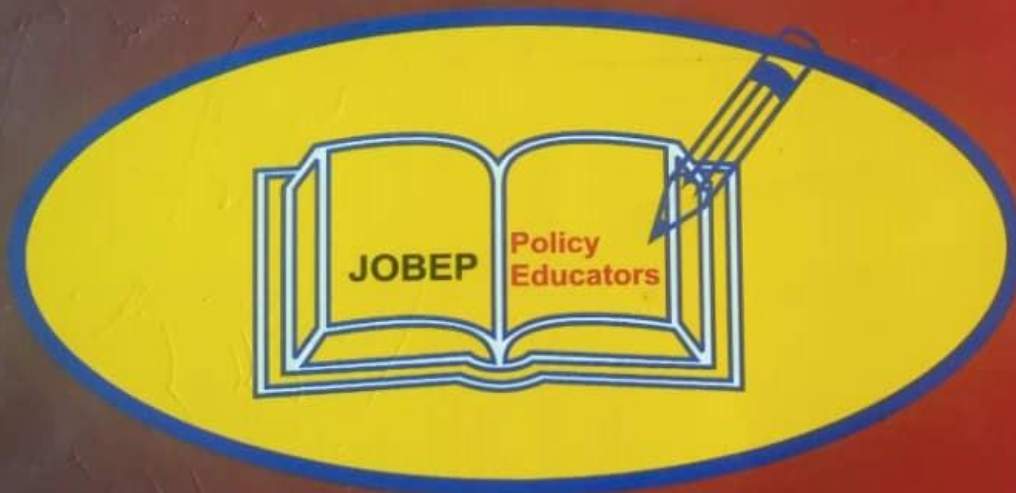


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POLICY EDUCATORS FOR THE PROMOTION OF POLICIES
IN BUSINESS AND EDUCATION**

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SPECIAL NOTICE

The Journal of Business and Educational Policies was initiated to promote the Educational world of Business in Science and Technology, Business and Vocational ideas and related Educational Policies.

Editor-in-Chief

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FOREWORD

The Journal of Business and Educational Policies was initiated to promote the Educational world of Business in Science and Technology, Business and Vocational ideas

and related Educational Policies. It was common for government to bring people together to draw up plans of activities that usually transformed into policies, most especially on business and educational issues. The National Association of Policy Educators observed that most of these policies were mostly hurriedly formulated which therefore creates problems of implementation. On the other hand, most of the well formulated policies are poorly implemented. It is therefore the concern of this association to evaluate policies of business and educational issues and advice the government accordingly. It is however regrettable to note that most authors shy away from discussing policy issues most especially the ones that have to do with the government of the day. We however expect that authors will contribute more positively to the real issues of policy in the next edition. However, the articles in this edition have focused on a wide range of current, educational issues, of relevance. We hope, therefore, that they will enrich and contribute immensely to the quality of educational practice in the country. In addition, it will be a valuable asset to the library collections of our numerous readers and reputable academic institutions.

Dr. Banji Kayode
Editor-in-chief

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CONTENTS	Pages
• Understanding the Meaning of Literacy Beyond the 3Rs: Literacy and Paradigms of Development Okemakinde, Sunday O. Ph. D and Ojeleye, Jonathan A. Ph. D	1
• Integrated Marketing Communication (IMC) and the Effect of Advertising on Consumer Buying Behaviour Shodiya, Adeolu Olumuyiwa	9
• Student Perception of Importance of Employability and Leadership Skills Provision in office Technology and Management Education in Colleges of Education in Lagos State Adeleye Elizabeth Adeoluwa	17
• Inventory Management and Organizational Performance of Selected Small and Medium Enterprises in Nigeria Fatogun, O. I. and Sadiq, A.I	26
• Entrepreneurship and the Effect of Information and Communication Technology in Developing Small Scale Businesses in Lagos State Okike Ogbonnaya N. (Maben) and Anyasodor G. E.	38
• Complaint Management Approach and Customer Loyalty: A Cross-Sectional Survey of Commercial Banks Customers in Ogun State Jimoh, Tajudeen Adisa and Ogunsanwo, Abayomi Olusegun	47
• Entrepreneurial Traits and Performance of Cottage, Small and Medium Scale Enterprises in Selected Local Government Areas of Lagos State, Nigeria Oladunjoye, Olawale. T; Akindele, O. A and Adebayo, Moses. S	62
• Quality of Work-Life and Organisational Commitment of Non-Academic Staff of Polytechnic in Ogun State Jimoh Ibrahim B. and Banjo, Abosede B	73
• Communication Infrastructure and Entrepreneurship Development in Lagos Business Metropolis Oladunjoye Olawale, T. (Ph.D), Oyefesobi Oluwakemi, O. (Ph.D) and Akindele Abiodun, O.	82
• School Community Relations: An Indicator for Effective Management in Public Secondary Schools in Oluyole Local Government Area of Oyo State Adeyemo, Adekola Oyebamiji	92
• Unlocking the Potential of the Teacher Collaborative Approach for Professionalism Among Nigeria Teachers Olarewaju Elinah Yemisi (Ph.D)	99

QUALITY OF WORK-LIFE AND ORGANISATIONAL COMMITMENT OF NON-ACADEMIC STAFF OF POLYTECHNIC IN OGUN STATE

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Abstract

A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look at capital investment, but at employees, as the fundamental source of improvement. This paper considered the Predictive Influence of Quality of Work-Life on Organisational Commitment of Non-Academic Staff of Polytechnic in Ogun State. The study employed a descriptive research design. A sample of one hundred and twenty (120) staff were randomly selected from polytechnics in Ogun state. Two hypotheses were raised, correlation and regression was used to analyse the data collected. Two (2) instruments were adopted to construct a suitable questionnaire for the study. The result shows that there is a very weak positive relationship between quality of work life and organisational commitment of non-academic staff. It shows that a unit increase in quality of work life tends to highly increased organisational commitment of non-academic staff. Quality of Work-Life played a significant role in determining the Organisational Commitment of non-academic staff. It was recommended among others that Organisation and Institutions should genuinely recognize the essence of Quality of Work-Life in improving Organisational Commitment of its employees. Also, management should develop a culture to change the attitudes of employees by building excitement anticipation and better rewards and compensation.

Keywords: Quality of Work-Life, Organisational Commitment, work Environment, Compensation, cooperation.

Introduction

Organisational commitment is the relative strength of an employee's attachment or involvement with the organisation where he or she is employed. Organisational commitment is important because committed employees are less likely to leave for another job and are more likely to perform at higher levels (Pennsylvania State University, 2006). Becker, Randal, and Riegel (1995). Commitment is an attitude reflecting an employee's loyalty to the organisation, and an ongoing process through which organisation members express their concern for the organisation and its continued success and well-being. Organisational commitment (OC) is defined as the relative strength of identification with, and involvement in, an organisation; acceptance of its goals and willingness to exert effort to remain in that organisation (Bruce, Stanley, Barbara and Julie, 2007). It would be out of place to say that Quality of Work-life as a concept has not been generating confusion in the world of research. It ambiguity had been traced to the fact that there are several theorist and researchers of the concept. As a multidimensional construct, Quality of work life is gaining more attention because many researchers have considered variables, factors and components that can actually described the concept in a workplace and as a real life concept. Ifenowo (2004) sees quality of work life as the degree to which members of work organisation are able to satisfy important personal needs through their experience in

the organisation. He argues that demands are being voiced for a safe, healthy and humane work environment.

Williams (2000) states that quality of work life is the favourable job characteristics of the work environment that are related to and promote employee well-being". The existence of a certain set of working conditions or practices and the impact of working conditions on employee well-being affect quality of work life. Work-life quality is the balance between an employee's work demands and outside interests or pressures; it is a long-standing but ever-evolving area of corporate social responsibility. Originally focused on the needs of working mothers, work-life quality programs have expanded to encompass the needs of all employees. Many companies have found that by developing programs to help employees balance work with outside needs, pressures and interests, the companies can realize benefits in increased productivity and reduced turnover (Work-Life Quality, n.d.) Ifenowo (2004) posits that the work itself is not the central focus of many people lives any more. People are therefore seeking out quality factors that will bring them greater meaning in their lives which pay alone will not meet. This means that people seek for works that are self-fulfilling, more meaningful and mentally rewarding. The expectations of the nation's citizens with respect to the quality of life in general are steadily rising. However, with respect to business organisations, there is a growing demand for an improved quality for the individual employee on the job. Many people have emphasized the necessity for providing a challenging and interesting job that is geared to a human being rather than to a robot.

Organisational commitment of workers posits that attention to how employees can balance their personal needs with organisational needs can increase employees' commitment to their organisation and improve the company's bottom line. Organisational commitment has attracted considerable interest as attempts have been made to better understand the intensity and stability of an employee's dedication to the organisation (Lumley, 2010). Babalola (2004) also posits that an employee has varying degree of organisational commitment as a result of his feeling about his employing organisation. He stressed that organisational commitment can better be understood as an aggregate function or interplay of employees' morale and quality of work life. It is therefore important to note that hiring the right people both in quantum and quality, enabling them through good work organisation, work environment and management practices; continuously building and upgrading their knowledge and capabilities through formal and informal learning, and holding on to them make them committed, motivated and engaged. These are the ways enterprises build the internal human and social capital it needs for long-term commitment, productivity and competitiveness (Oshiomole, 2006)

In this regard, Oshiomole (2006) submits that in a market environment, where productivity is very much dependent on innovations in products, processes and continuous improvement process, the human factor of an organisation is the key to productivity, organisational commitment and competitiveness, hence, the increasing

importance of human resource management and development towards gaining employees commitment. Therefore, to be able to continuously innovate, be flexible and agile, an enterprise must have the competent, skilled, motivated and dedicated people who are working together in an atmosphere of mutual respect, trust and confidence, partnership and collaboration to facilitate cooperation and coordination. However, sustained organisational commitment of employees depends on the attitudes that reside in the individual employee of the enterprise and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc.) among individuals as well as among the different parties within the organisation. Thus, it is increasingly being recognized that human capital of an enterprise is the source of long-term competitive advantage of organisations. Devappa, Nanjundeswaraswamy and Srinivas (2015) in their paper Quality of Work Life: Scale Development and Validation identified nine significant dimensions of quality of work-life based on factor analysis which are Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work and Adequacy of resources. By using these nine components of QWL a questionnaire was designed and used to measure QWL of employee. This was possible through an extensive literature review, factor analysis and experts interactions.

It is in view of the importance of quality of work life in human resource management and the submissions of researchers on the need for enhanced organisational commitment of employees that this work attempts a study on the significance of quality of work life in enhancing employees organisational commitment of workers. Taking Non-Academic Staff of the Polytechnic as the reference group, the study examines three major areas of quality of work life and how these contribute to and determine organisational commitment among Non-Academic Staff in Polytechnic in Ogun State.

Statement of the Problem

Quality of Work life is an important factor for attracting and preserving talented as well as skilled personnel for better competitive advantage. One of the fast-growing industries in the Nigeria service sector which acquires a substantial number of workers is the educational sector. It has been observed that much attention is now being given to personnel management issues by the Registry Department in the acquisition, training, development, utilization, retaining and gaining the commitment of well-skilled employees at all levels. However, despite the increasing interest in the different areas of employees related issues, work ethics, compensation, training and development, etc. very little consideration is given to quality of work life of the non-academic staff in the polytechnic as an important factor in enhancing organisational commitment. Hence, it is important to examine the various issues in quality of work life and whether these significantly contribute to and determine organisational commitment of non-academic staff in polytechnics in Ogun State.

Research Hypotheses

For the purpose of this study, the following hypotheses were used:

HO₁: There is no significant relationship between Work environment and organizational commitment among Non-Academic Staff in Polytechnics in Ogun State.

HO₂: Positive relationship and co-operation have no significant contribution to Organisational Commitment among Non-Academic Staff in Polytechnics in Ogun State.

HO₃: There is no significant relationship between Compensation, Rewards and organizational commitment among Non-Academic Staff in Polytechnics in Ogun State.

Methodology

A longitudinal design was adopted for the study where questionnaire was the instrument used to elicit information from 120 Non-Academic Staff in Federal Polytechnic Ilaro, DS Adegbenro ICT Polytechnic, Ewekoro and All Over Central Polytechnic, Sango Ota respectively, making a total of 120 respondents. A simple random sampling technique was used to select the respondents, purposive sampling was also used to make sure both gender were represented. The age range of the respondents is between 26-60 years. Two (2) modified and adapted instruments Quality of Work Life Scale (QWLS) from Devappa, Nanjundeswaraswamy & Srinivas (2015) and Predictors of Organisational Commitment Inventory (POCI) from Donstein & Matalon (1998) were adopted to construct a suitable questionnaire for the study were used for data collection. Product moment correlation and multiple regression analyses were used in analyzing the data collected.

Results

Table 1

GENDER OF THE RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	72	60.0	60.0	60.0
Female	48	40.0	40.0	100.0
Total	120	100.0	100.0	

Table 2

AGE OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 26 - 35 years	69	57.5	57.5	57.5
36 - 45 years	37	30.8	30.8	88.3
45 + years	14	11.7	11.7	100.0
Total	120	100.0	100.0	

Reliability

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.928	33

The tables above show the result of the reliability test, from the first table shows that 120 respondents were used to test the reliability of the responses of the respondents to the questions in the questionnaire. The second table shows the Cronbach alpha value of 0.928 with 33 questions; this result indicates a very high consistency in the responses of the respondents to the questions.

Test of Hypotheses

Correlations

		WE	OC
WE	Pearson Correlation	1	.505**
	Sig. (2-tailed)		.000
	N	120	120
OC	Pearson Correlation	.505**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.303	.297	5.68815

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1662.032	1	1662.032	51.369	.000 ^b
	Residual	3817.893	118	32.355		
	Total	5479.925	119			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.036	3.208		13.103	.000
	RC	.954	.133	.551	7.167	.000

Correlations

		OC	CR
OC	Pearson Correlation	1	.625**
	Sig. (2-tailed)		.000
	N	120	120
CR	Pearson Correlation	.625**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

From the correlation result in the table above, it shows that there is a strong positive relationship between work environment and organizational commitment. The correlation coefficient is 0.505 ($r=0.505$) with p-value of 0.000. This indicates that the test is significant because the p-value is less than 0.05. The model summary table shows that the correlation coefficient of 0.551 ($r=0.551$) with R-squared value of 0.303 (R-Squared=0.303). The adjusted R-square is 0.297 with standard error of the estimate of 5.68815. It is observed that there is a strong positive relationship between relationship and co-operation and organizational commitment of the non-academic staff in Ogun State. In addition, the results also revealed that about 30.3% increase in organizational commitment of the non-academic staff could be attributed to relationship and co-operation.

Moreover, the ANOVA table revealed the mean square regression value of 1662.032 and mean square residual of 32.355 with F-value of 51.369. The p-value is 0.000, which is less than the significance value of 0.05. This indicates that the model is adequate and sufficient in relating organizational commitment of non-academic staff and relationship/cooperation. We can then conclude that the test is significant and we can now go further in establishing the relationship between the two variables under consideration. Hence, the relationship can then be written as: $OC = 42.036 + 0.954 RC$

The results from the coefficient table show the contribution of relationship and cooperation to organizational commitment. The regression coefficient is 42.036 for the constant term and 0.954 for relationship and cooperation. The standard error for relationship and cooperation is 0.133 with t-value of 7.167 and the p-value is 0.000. It can then be concluded that, for every unit increase in relationship and cooperation tends to cause about 95.4% increase in organizational commitment among non-academic staff in Polytechnics in Ogun State. The test is also significant with p-value less than significance value of 0.05. We then accept the alternative hypothesis and conclude that, positive relationship and co-operation have significant contribution to Organisational Commitment among Non-Academic Staff in Polytechnics in Ogun State. From the correlation result in the table below, it shows that there is a strong positive relationship between compensation and rewards and organizational commitment. The correlation coefficient is 0.625 ($r=0.625$) with p-value of 0.000. This signifies that the test is significant because the p-value is less than 0.05. The alternative hypothesis is accepted and we then conclude that, there is significant relationship between Compensation, Rewards and organizational commitment among Non-Academic Staff in Polytechnics in Ogun State.

Discussion of Findings

The first hypothesis was tested using Pearson Product Moment Correlation Coefficient and the result revealed that there is significant relationship between work environment and organizational commitment of non-academic staff in polytechnics in Ogun state. The result shows a strong positive relationship between work environment and organizational commitment. This is because of the multidimensional nature of the non-academic staff, there are other factors apart from the work environment that can affect organisational commitment of non-academic staff in Ogun state. However, the result shows a rejection of the null hypothesis because the p-value is less than the level of significance. This is in consonance with Brenner (2004) argument for modeling of work environment to improve employees' productivity calls for management responsibilities of holding everything together, improving motivation and creating commitment in the work environment.

The second hypothesis was tested using Multiple Regression Analysis. It indicates that there is a strong positive relationship between relationship and co-operation and organizational commitment of the non-academic staff in polytechnic in Ogun State. However, It is observed that there is a strong positive relationship between relationship

and co-operation and organizational commitment of the non-academic staff in Ogun State. In addition, the results also revealed an increase in organizational commitment of the non-academic staff could be attributed to relationship and co-operation. The findings is similar to the findings of (Cevat and Ozge, 2012) that a number of different studies also state that perceived organizational support has an important effect on organizational commitment. When workers are treated well, they work harder in return for the realization of organizational objectives and their level of organizational commitment increases as a result. We then accept the alternative hypothesis and conclude that, positive relationship and co-operation have significant contribution to Organisational Commitment among Non-Academic Staff in Polytechnics in Ogun State.

The third hypothesis was tested on correlation analysis was utilized because we are testing for the relationship between compensation and reward and organizational commitment. The result shows that there is a strong positive relationship between compensation and rewards and organizational commitment. In alliance with the findings a study conducted by Gede, R. & Wayan P. W. (2016) mentioned that the aims of compensation are: to strengthen work relations; to enhance organisational commitment, to improve employee satisfaction, effective employee procurement, motivation, stability; to improve employee discipline; to strengthen labour union relation and regulation compliance. The alternative hypothesis is accepted and we then conclude that, there is significant relationship between Compensation, Rewards and organizational commitment among Non-Academic Staff in Polytechnics in Ogun State.

Conclusion

Quality of Work-life is an important factors in determining the organisational commitment of non-academic staff of Polytechnic in Nigeria. The findings shows that there is significant relationship between work environment as a factor of quality of work life and organisational commitment of non-academic staff in polytechnics in Ogun state. It shows a very strong relationship between quality of work life and organisational commitment of non-academic staff in polytechnics in Ogun State. Relation/cooperation and compensation/reward as factors of Quality of work-life and plays a significant contribution in determining the Organisational Commitment of non-academic staff of Polytechnics in Ogun State Nigeria. However, there are other factors of quality of work-life that can affect organisational commitment but for the purpose of this research; the three aforementioned factors were used.

Recommendations

In line with the research objective, research hypothesis, research question, findings and conclusion of the study, the following recommendations were made:

- Organisations and Institutions should genuinely recognize the essence of Quality of Work-Life in improving Organisational Commitment of employees.
- Institutions should use other motivators like compensation and salary such as, providing adequate conditions for work, perfect appreciation of their work; to

encourage staff and develop a sense of belonging and collaboration to do duty, improve retention and organisational commitment.

- Management should develop a culture to change the attitudes of employees by building excitement anticipation and morale in them for better performance.
- Organizational structure should be designed in such a way that recognition will be given to peculiarity of employees need, wants and motivators.
- Management and employers should pay serious attention to the areas of employees' need that can improve their morale on the job as this will increase their level of commitment as well as productivities.

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