# QUALITY OF WORK-LIFE AND EMPLOYEE JOB COMMITMENT: A STUDY OF SELECTED MOBILE TELECOMMUNICATIONS FIRM IN DELTA STATE, NIGERIA

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**Abstract**
*This study is designed to investigate the effect of quality of work-life on employee's job commitment of selected mobile telecommunication firms in Delta State of Nigeria. Quasi-experimental research design was adopted and data were obtained from primary source (questionnaire). A total of two hundred and twenty-two (222) questionnaires were administered via simple random technique out of which, one hundred and fifty (150) were fully completed and retrieved. Five (5) qualities of work-life dimensions (job security, reward and recognition, career growth plan, open communication and employee participation in decision-making were regressed on employee job commitment. Data obtained in the survey were analyzed via descriptive (mean, standard deviation and Pearson correlation) and inferential (multiple regression) statistical techniques. Findings indicated that there is no significant relationship between job security, reward and recognition and career growth plans and employee commitment. On the other hand, it was found that open communication and employee participation in decision-making positive and significantly affect employee's job commitment of the selected mobile telecommunication firms. Given the findings of the study, it was recommended among others that management of mobile telecommunication firms should constantly engage employees by means of partaking in the decision-making process since it has been found to contribute to employee's job commitment. More so, management should ensure that the communication channels within the firm are transparently open to all employees notwithstanding their cadre so as to further stimulate and strengthen employee's commitment to work. Again, quality of work-life dimensions (job security, reward/recognition and career growth plans) of mobile telecommunication firms should be improved upon so that employees' job commitment to work can be further strengthened.*
**Keywords:** Employee job commitment; Quality of work-life; Employee participation; Job security; Rewards

## Introduction

In contemporary times, employee job commitment is central to the existence of firm, given the vital role it plays in the sustenance of competitive advantage strength, productivity, and work relationship between the employers and employees. Princy and Rebeka (2019) asserted that employee's commitment is instrumental to the firm wellbeing; this is because when employees are committed to their jobs or tasks, turnover rates will reduce and when turnover rate is reduced, the firm saves more money and stress linked with human capital acquisitions, developments and retention

drop. Molly (2018) posits that when the firm keeps hiring and training new employees, it costs them time, stress and more financial resources.

Employee job commitment is highly instrumental to the firm and employee's performance such that when employees are happy with their job and hold their job in high esteem, they become very productive, dutiful and effective, and more importantly, such employees do not spend good time looking for other jobs outside in firm or engage in things that may impact negatively on the overall success of the firm (Gigli, 2018). Employee job commitment in the views of Molly, (2018) refers to the feeling of responsibility an employee has towards the mission and goals of the firm. Apparently, when an employee is committed to the job, he/she is more likely to perform designated tasks and responsibilities that will help the firm realize its goals and objectives.

Similarly, Prem (2015) sees employee job commitment as the feeling of responsibility ignited by quality of work life (QWL) in the firm. Nevertheless, to ensure that employees are at their best in the workplace, firm needs to consciously institute and promote QWL (Smiriti & Chand, 2015). Princy and Rebeka (2019) opined that employees would prefer to identify with firms that set up outstanding QWL practices such as rewards and recognitions, career growth plans, work engagement, job security, open communication, employee participation in decision making, and job enrichment and training among others.

QWL emphasizes on the employee as a person rather than just the work done by the employee. According to Jonathan (2009), QWL is becoming an increasingly popular concept because it is anchored on the methods in which the firm ensures the holistic wellbeing of the employee rather than just focusing on work-related aspects of the firm. Chand (2014) identified several dynamics linked with QWL to include *economic benefits* (satisfaction with earnings, fringe benefits, health insurance and pension and *non-economic benefits* (degree of autonomy and control the employee has over his/her job and the extent to which he/she receives intrinsic rewards from the work).

Pragmatically, QWL is a comprehensive program designed to improve employees' commitment and satisfaction. In a critical facet, employees are core resource, assets and constitute prime strength to the organization (Abraham, 2015). In most cases, firms often give credence to the materials, technologies, and systems than the employee; thus absenting the employees who drive the materials, technologies, systems and executes decision for the firm. According to Gili (2018), the absence of QWL often leads to dissatisfaction on the job, increases absenteeism, lack of motivations and morale, and lack of productivity among others. These in the views of Princy and Rebeka (2019), are the major reasons for firms non-performance.

In the light of the above, this paper therefore seeks to investigate the relationship between quality of work-life and employee's job commitment of telecommunication firms in Delta State, Nigeria with the view to measuring QWL via provision of job security, rewards and recognitions, career growth plans, employee participation in decision-making, and open communication. The residual part of this paper is sectioned as follows: Literature and Theoretical Framework, Methodology, Results and Discussions, Conclusion and Recommendations.

## Literature Review and Theoretical Framework

### *Quality of Work-Life (QWL)*

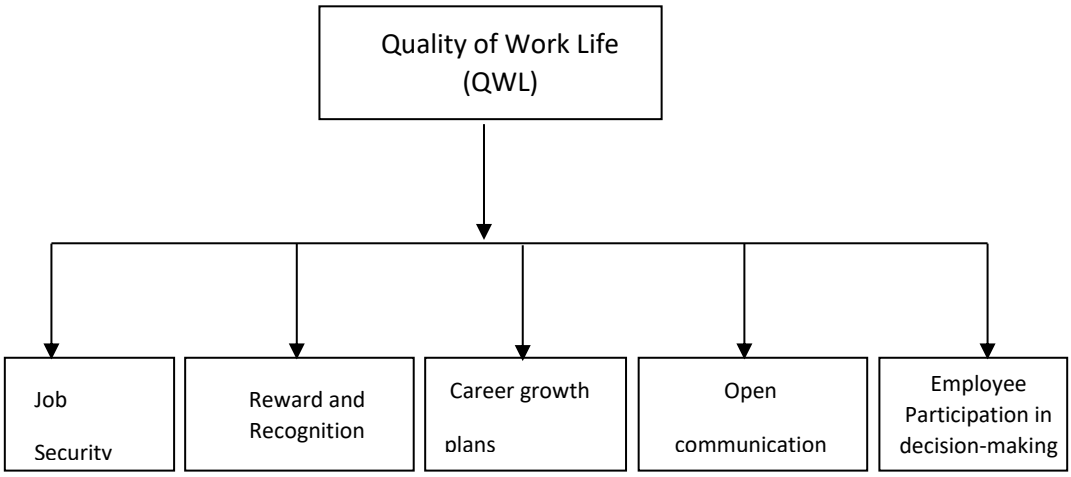
The evolution of QWL originated in the late 1960s and emphasizes the human dimensions of work that focused on the quality of relationship between the worker and working environment (Tabassum, Rahman & Jahan, 2011). QWL is a behavioural science concept, and the term was first introduced by Davis at the 43rd American assembly on the changing world of work at Columbia University. Since QWL emerged in the management literature, the method of defining it varied and encompassed several diverse perspectives.

Prior studies on QWL(Timossi, Pedros, Francisco &Peletti, 2008; Preeti, Neetu, Garg & Akshay, 2012; Bansal & Shaliastovich, 2014; Abraham, 2015; Princy & Rebeka, 2019) have proposed eight (8) conceptual categories relating to QW to include adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and job security, social integration in the workplace, work and total life space, constitutionalism in the workplace, and social relevance of work life. These views expressed by prior studies pinpoint that QWL is a humanistic and social tasks.

Furthermore, lending credence to the concept of QWL, Herzberg(1959) used the 'hygiene factor' and 'motivation factor' to distinguish between the separate causes of employee job commitment, satisfaction and dissatisfaction. The hygiene and motivation factors suggest that employees are committed to the job due to intrinsic and extrinsic value such as interpersonal relationships, better salaries, improved working condition and security (Bansal & Shaliastovich, 2014). In the same vein, Lawler and Nadler (1984) suggested that QWL is associated with satisfaction with wages, hours of work and working conditions, safe work environment, equitable wages, equal employment opportunities and opportunities for career advancement.

Again, Jamal (1991) identified several indicators for assessing QWL to include job satisfaction, work-role ambiguity, work-role conflict, work-role overload, job stress, role autonomy, career advancement, and belongingness. According to Bansal and Shaliastovich (2014), QWL refers to the extent to which member of a work organization are able to satisfy their personal needs via their work experience in the firm; it thus, it covers the employee's feelings about every facet of the work including economic rewards, benefits, security, equity, working conditions, employee

participation, career opportunities, and interpersonal relationships, which are meaningful in the employee's life. The value-based process is aimed at meeting the firms' goals of enhanced effectiveness and QWL for the employees. Jonathan (2009) posited that, though every firm has its own way of realizing QWL; however, the most common elements used are shown in fig. 1:




**Source:** *Modified* Jonathan's Model of QWL (2009).

In this study, the modified Jonathan's model (2009) was adopted as the basis for measuring QWL. *First,* **provision of job security** provides the employee with confidence that his/her job is secure, hence, they are more relaxed and can perform better in the job. It accords the employee the confidence that even when something goes wrong by mistake, their job will not be at stake. Arabi, (2000) emphasized that job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors. Princy and Rebeka (2019) showed that job security is one of the creators of job satisfaction and commitment.
*Second,* **rewards and recognitions** help employees perform even better on the job, both in good and hard times in the work place. For instance, when an employee is rewarded and recognized by the firm for engaging in a productive task, the employee becomes committed and satisfied (Sarker & Afroze, 2014). *Third,* **employee participation** in decision-making process, strategies and feedback is something which helps to increase the employees' QWL and contribution towards a particular role (Smiriti, 2015). *Fourth,* **open communication** brings about transparency between the employers and employees and accords them confidence as they are updated with the business and also feel at ease for being appreciated (Tabassum, Rahman and Jahan, 2011).

*Fifth,* **career growth plan** refers to the future of the employee in the firm; an interesting facet of the job which promotes career developments. According to Prem

(2015), career growth plans propel the employees to exert more energy to maintain a desirable pace of commitment. Finally, employee participation in decision-making.

Garg, Neetu, Bansal and Akshay, (2014) outlined several benefits derivable by the firm when they adopt the approach of improved QWL. These benefits among others encompasses more job involvement on the part of the employee, job satisfaction and loyalty and better sense of liberation in job performance, greater commitment and performance on the job, lower cases of absenteeism. In addition to the benefits identified by Garg*et al*(2012) are high rates of employee productivity, better and increased employees and employers relationships, lover cases of civil unrest/agitation, better sense of belonging and cordiality among employees and management in the workplace, and balanced between work and private life of employees. Impliedly, employees are able to balance their work life in the firm and personal life in a better form which invariably leads to reduction in stress and stress-related outcomes in the workplace, high degree of quality of work life in the firm, increased profits, and high employment demands in the market.

***Employee Job Commitment***

Generally, commitment has its roots in motivation and conditions of work in the firm. The multi-disciplinary interests in employee job commitment spurred a myriad of theoretical approaches (see Mathieu &Zajac, 1990; Meyer &Allen, 2002, Cohen,2003; and Molloy & Brinsfield, 2012). For instance, Meyer and Allen's (1997) multidimensional framework is, however, by far the most used and validated approach to employee job commitment. Meyer and Allen (1997) defined employee job commitment as an internal force (mindset) that binds the employee to a target (social or non-social) and/or to a course of action of relevance to that target in the firm (Meyer, 2009).

Biljana (2004) stated that employee job commitment is vital because it can be used to predict employee's performance, absenteeism and other work-related behaviours. Komal, Bhatti, and Samina (2011) opined that job satisfaction has the highest impact on employees' job commitment and productivity. Employee job commitment is the employees' decision to stay with a firm regardless of the organizational climate or the change there in. Similarly, Klein et al., (2012) believed that employee job commitment conveys the significance of a relationship between partners and their will to proceed with the relationship in the future.

Meyer and Allen (1997) defined employee job commitment as a psychological state that typifies the employee's relationship with the firm and has an association for the decision to continue as a member in the organization. Rajendran and Raduanche(2005) opined that the firm's commitment is a subset of employee job commitment, which comprised to work, career and organizational commitments. Brown, Mchardy and Taylor (2011) argued that high employee job commitment increases job satisfaction among employees, job performance, overall productivity, sales and also high

employee job commitment lessens employee turnover, intention-to-leave and absenteeism. Grover and Crooker (1995) research finds a positive relationship between pay, rewards and availability of such benefits and employees' job commitment.

In the same vein, Sarker and Afroze (2014) research revealed that poor compensation is the main cause of employee's dissatisfaction which leads to absenteeism, lateness and strike. Abraham (2015) argued that by providing fair and reasonable working practices it is possible to enhance employee's job commitment. In this study, employee job commitment was measured using the Mayer and Allen's (1997) model:

**Table 1: Dimensions of Mayer Allen's Commitment Model**

| Commitment | Mindset | Description |
|---|---|---|
| ***Affective*** | Perceived desire | The desire grows when the employee becomes involved in the value-relevance of and/or derives his/her identity from associating with the firm or pursuit of course of action. |
| ***Normative*** | Perceived obligation | The outcome of internalization of norms via socialization, and benefits that include a need to reciprocate and/or accept the terms of psychological contract |
| ***Continuance*** | Perceived cost | When the employee recognizes he/she stands to lose investments, and/or perceives that there are no other alternatives than to pursue a course of action of relevance to a specific target. |

**Sources:** Mayer and Herscovitch, (2002).

***Theoretical Framework***

The theoretical framework for this study is anchored on the theory of motivation. There are numerous theories of motivation which include but not limited to Abraham Maslow, Herzberg (two factors theory) and Douglas Macgregor's theories of motivation (theory X, and Theory Y). However, this study was hinged on the Douglas McGregor's theory of motivation. Apparently, QWL has its roots in the theory of Maslow, Herzberg and McGregor. The needs for fulfillment as that of Abraham Maslow's motivational theory of needs hierarchy are comparable with those of the factors of QWL. Basic needs such as monetary benefits come first, accompanied by good working conditions; later it comes with career planning, growth and development of human capabilities to satisfy the employees /needs.

QWL concerned itself with satisfying both hygiene factors and motivators as identified by Herzberg to improve the work life of employees. The assumption of McGregor can be divided into two: those under 'theory X" and 'theory Y' gave realization of changing attitudes values and work culture of employees. QWL assumes that all

employees basically belong to "theory Y". Thus it is evident that QWL has had its origin in these theories of motivation (Selahatlin & Omer, 2012).

**Methodology**

In this study, the quasi-experimental survey design was used and the study population consists of 500 employees of all categories in mobile telecommunication firms in Delta State, Nigeria. The Taro-Yamani's sample size determination formula was adopted for the purpose of obtaining a statistically reliable sample for the study. Given the Taro-Yamani's sample size determination formula, sample of 222 employees were selected as the sample size of the study. The probability sampling techniques w adopted given that the population of the study is known. With this technique, all target respondents had equal probability of being selected.

The study employed primary data (structured questionnaire) as it source of data collection. The structured questionnaires was designed on a four point adjusted Likert scale of Strongly Agree (SA), Agree(A), Disagree(D) and Strongly Disagree(SD) and was administered to the employees of selected mobile telecommunications firms across Delta State. A period of 3 weeks was used to administer and retrieved the instruments. The study was composed of 5 QWL dimensions of job security, rewards and recognitions, career growth plans, open communication and employee participation in decision-making alongside employee job commitment dimension (affective commitment) recommended by Mayer and Allen (1997) as a basis for assessing job commitment.

Data obtained in the survey were analyzed using both descriptive (mean, standard deviation, and correlation) and inferential (regression estimation technique) statistical tools. Given the nature of the data, multiple regression models were estimated. The study composite model is given as:

$$Empjc = f(\text{quality of work life}) \qquad eq.\ 1$$

In order to validate the relationship between employee job commitment and the several QWL dimensions, disaggregated models were estimated as follows:

$$Jc = \alpha_0 + ß_1 js + \mu_t \qquad eq.2$$
$$jc = \alpha_0 + ß_1 rr + \mu_t \qquad eq.3$$
$$jc = \alpha_0 + ß_1 cgp + \mu_t \qquad eq.4$$
$$jc = \alpha_0 + ß_1 oc + \mu_t \qquad eq.5$$
$$jc = \alpha_0 + ß_1 epdm + \mu_t \qquad eq.6$$

**Where:** *jc*=Employee job commitment; *js*=Job security**;** *rr*=Reward/recognition**;** *cgp*= Career growth plan; *oc*=Open communication; *epdm*=Employee participation; $\alpha_0$,$ß_1$=Regression coefficients of the model**;** $\mu_t$= Error term. The questionnaire items

were validated based on the mean and standard deviation; questionnaire items above 2.00 cut-off point of mean suggests that all respondents agree to that particular item and a mean below 2.00 invalidate such questionnaire items. The choice of using 2.00 cut-off point of mean was based on questionnaire items scale of 4-point. Pearson correlation was used to assess the extent of relationship between the dependent and independent variables while the multiple regression was used to assess the effect of QWL on employees' job commitment. The statistical analysis was carried out via STATA 13.0.

## Results and Discussions

**Table 2: Analysis of Questions on Provision of Job Security**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | I am satisfied with the overall security of my job, and thus give me good sense of commitment to work. | 150 | 2.77 | 0.71 | √ |
| 2 | The organization where am working has a firm policies that protects the life, right and properties of employee. | 150 | 2.81 | 0.78 | √ |
| 3 | I feel relaxed in my job, thus I think more about growth of my job and that of the firm since my job is secured. | 150 | 2.65 | 0.69 | √ |
| 4 | I am secured, hence unwilling to leave my current job | 150 | 3.01 | 0.92 | √ |
| 5 | I prefer staying with my present firm till retirement. | 150 | 2.96 | 0.81 | √ |
| 6 | Job security lead to increased job commitments. | 150 | 3.12 | 0.94 | √ |
| 7 | Job security is a motivational factor in the workplace and has the potentials to keep employee in the firm | 150 | 2.79 | 0.83 | √ |
| | **Grand Mean &SD** | | **2.87** | **0.81** | **√** |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 2 showed the responses on provision of job security among the selected employees of the mobile telecommunication firms in Delta State, Nigeria. The result revealed that all the seven (7) items on provision of job security scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items on provision of job security. Also, this result is confirmed by the grand mean of 2.87 and standard deviation of 0.81, indicating that provision of job security is prevalent among the selected mobile telecommunication firms studied.

**Table 3: Analysis of Questions on Rewards and Recognitions**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | I feel a good sense of belonging in the work place anytime my contributions are recognized and rewarded. | 150 | 2.56 | 0.61 | √ |
| 2 | I enjoy increased fair job responsibilities and initiative. | 150 | 2.71 | 0.68 | √ |
| 3 | I feel motivated with the reward system in the firm. | 150 | 2.86 | 0.74 | √ |
| 4 | Management is fair with the reward systems in the firm. | 150 | 2.51 | 0.58 | √ |
| 5 | I do receive fair treatment from management and my contributions do receive commendation as well. | 150 | 2.62 | 0.64 | √ |
| 6 | Reward system in the firm take the form of money, promotions, training/development, medical scheme | 150 | 2.74 | 0.69 | √ |
| 7 | Management recognition of my contributions has made me see myself as part of the firm. | 150 | 2.63 | 0.65 | √ |
| 8 | I received extra reward from management for overtime. | 150 | 2.81 | 0.70 | √ |
| 9 | Management sees employees as assets in the firm. | 150 | 2.55 | 0.60 | √ |
| | **Grand Mean & SD** | | **2.67** | **0.65** | √ |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 3 showed responses on rewards and recognitions among selected mobile telecommunication employees in Delta State. The result revealed that all the nine (9) items on reward and recognition scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items on reward and recognition. In addition, this result is confirmed by the grand mean of 2.67 and standard deviation of 065, indicating that reward and recognition is part of employee quality work life among the selected mobile telecommunication firms under study.

**Table 4: Analysis of Questions on Career Growth Plan**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | Management offers staff opportunity to develop their careers on the job. | 150 | 2.94 | 0.70 | √ |
| 2 | The future of my career growth plan is of paramount concern to management. | 150 | 2.85 | 0.71 | √ |
| 3 | I feel better equipped with requisite and cognate skills on the job than at entry point | 150 | 3.01 | 0.78 | √ |
| 4 | An attempt to reach the firm's set goals, my personal goals of growth and development were equally reached. | 150 | 2.64 | 0.61 | √ |
| 5 | Am confident of my ability to succeed in my present job with or without supervision due to on-the job training. | 150 | 2.75 | 0.67 | √ |
| | **Grand Mean & SD** | | **2.84** | **0.69** | **√** |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 4 showed responses on career growth plan among the selected mobile telecommunication employees in Delta State. The result revealed that all the five (5) items on career growth plan scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items on career growth plan. In addition, this result is confirmed by the grand mean of 2.84 and standard deviation of 0.69, indicating that career growth plan is part of employee quality work life among the selected telecommunication firms under study.

**Table 5: Analysis of Questions on Open Communication**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | The relationship between me and my boss and other colleagues are very cordial. | 150 | 2.74 | 0.65 | √ |
| 2 | The relationship between me and my boss and other colleagues are not that very cordial hence it does not permit discussion concerning employee's private matters. | 150 | 2.89 | 0.73 | √ |
| 3 | Channels of communication in the organization are very effective and transparent. | 150 | 3.06 | 0.79 | √ |
| 4 | I feel a sense of belonging each time I participate in open communication with management on related matters. | 150 | 2.69 | 0.62 | √ |
| 5 | Open communication system being practiced in the firm encourages me to be committed to work. | 150 | 2.80 | 0.69 | √ |
| 6 | I feel very comfortable sharing my personal issues with my boss and other colleagues in the workplace. | 150 | 2.98 | 0.76 | √ |
| **S/N** | **Items** | **N** | **Mean** | **SD** | **Outcome** |
| 7 | I feel inspired with the firm open communication system. | 150 | 2.93 | 0.74 | √ |
| 8 | Management rarely communication with employee, thus decisions are elusive to me. | 150 | 2.81 | 0.69 | √ |
| | **Grand Mean & SD** | | **2.86** | **0.71** | **√** |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 5 showed responses on open communication among the selected mobile telecommunication employees in Delta State. The result revealed that all the eight (8) items on open communication scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items on open communication. In addition, this result is confirmed by the grand mean of 2.86 and standard deviation of 0.71, indicating that open communication is part of employee quality work life among the selected telecommunication firms under study.

**Table 6: Analysis of Questions on Employee Participation in Decision Making**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | I feel greater sense of importance & relevance anytime management requests my participation in decision making | 150 | 2.66 | 0.57 | √ |
| 2 | I see myself as part of the organization because am well carried along with developments in the work place. | 150 | 2.57 | 0.53 | √ |
| 3 | Participation in meeting of discussion with management in workplace increases my work commitment/boost my moral | 150 | 2.81 | 0.66 | √ |
| | **Grand Mean & SD** | | **2.68** | **0.59** | **√** |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 6 showed responses on employee participation in decision making among the selected mobile telecommunication employees in Delta State. The result revealed that all the three (3) items on employee participation in decision making scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items on employee participation in decision making. In addition, this result is confirmed by the grand mean of 2.68 and standard deviation of 0.59, indicating that employee participation in decision making is part of employee quality work life among the selected telecommunication firms under study.

**Table 7: Analysis of Questions on Job Commitment**

| S/N | Items | N | Mean | SD | Outcome |
|---|---|---|---|---|---|
| 1 | **Desire:** Generally, employees in my company are emotionally attached to their job schedules. | 150 | 3.01 | 0.76 | √ |
| 2 | **Obligation:** Most employees within my organization have come to accept the fact that they have an obligation to put in all the required efforts to achieve desired targets. | 150 | 2.99 | 0.68 | √ |
| 3 | **Cost:** By the nature of employee' work environment, employees generally do not have other alternatives other than pursuing stipulated courses of actions relevant to targets specified by management. | 150 | 2.78 | 0.64 | √ |
| | **Grand Mean & SD** | | **2.93** | **0.69** | **√** |

*Source: Field Survey, 2021; N=Number of Observations; SD: Standard Deviation*

Table 7 showed responses on job commitment among the selected mobile telecommunication employees in Delta State. The result revealed that all three (3) items on employee participation in decision making scored above 2.00 cut-off point of mean, suggesting that all the respondents agree that they are familiar with all the items

on job commitment. In addition, this result is confirmed by the grand mean of 2.93 and standard deviation of 0.69, indicating that job commitment is part of employee quality work life among the selected telecommunication firms under study.

**Table 8: Correlation Matrix of Quality of Work-life and Job Commitment**

| | jc | js | rr | cgp | epdm | oc |
|---|---|---|---|---|---|---|
| jc | 1.0000 | | | | | |
| js | 0.1399 | 1.0000 | | | | |
| rr | -0.0183 | -0.3563 | 1.0000 | | | |
| cgp | 0.0885 | 0.1773 | 0.1167 | 1.0000 | | |
| epdm | 0.6289 | 0.0473 | 0.0339 | 0.0167 | 1.0000 | |
| oc | 0.1705 | -0.0394 | 0.1380 | 0.0108 | 0.1956 | 1.0000 |

*Source: Field Survey, 2021*

The result in Table 8 showed that there is the association between each pair of the variables used. However, the correlation matrix revealed that all the other variables were positively correlated except rewards and recognitions (rr) that was negatively correlated to job commitment (jc). Variables of js(0.1399), cgp(0.0885), epdm(0.6289) and oc(0.1705) were positively related to jc. Inspite of the inverse correlation among the variables (positive and negative), none of the correlation coefficients exceed 0.8. The above result implies that there is absence of multi-colinearity among the variables of *jc, js, cgp, epdm, rr* and *oc*.

**Table 9a: Regression Result of Job Security (JS) and Job Commitment (JC)**

| Source | SS | df | MS | Number of obs = | 150 |
|---|---|---|---|---|---|
| | | | | F( 1, 148) = | 2.95 |
| Model | .141005132 | 1 | .141005132 | Prob > F = | 0.0878 |
| Residual | 7.06847828 | 148 | .047759988 | R-squared = | 0.0196 |
| | | | | Adj R-squared = | 0.0129 |
| Total | 7.20948341 | 149 | .048385795 | Root MSE = | .21854 |

| jc | Coef. | Std. Err. | t | P>\|t\| | [95% Conf. | Interval] |
|---|---|---|---|---|---|---|
| js | .2045124 | .1190239 | 1.72 | 0.088 | -.0306935 | .4397183 |
| _cons | .9192231 | .3072908 | 2.99 | 0.003 | .3119788 | 1.526467 |

Source: *Field Survey, 2021.*

Table 9a showed the regression result of job security (JS) and job commitment (JC) among the selected mobile telecommunication employees in Delta State. The result revealed that there is positive relationship between job security in the organization and employee commitment to his/her job (t= 1.82), however, the relationship was insignificant (p-value 0.088<0.05). This outcome was further supported by the f-ratio of 2.95, suggesting that there is no significant relationship between job security in the organization and employee commitment to his/her job. The implication is that job security does not significantly affect employee commitment.

**Table 9b: Regression Result of Reward and Recognition (RR) & Job Commitment (JC)**

| Source | SS | df | MS | Number of obs = | 150 |
|---|---|---|---|---|---|
| | | | | F( 1, 148) = | 0.05 |
| Model | .00241405 | 1 | .00241405 | Prob > F = | 0.8241 |
| Residual | 7.20706936 | 148 | .048696415 | R-squared = | 0.0003 |
| | | | | Adj R-squared = | -0.0064 |
| Total | 7.20948341 | 149 | .048385795 | Root MSE = | .22067 |

| jc | Coef. | Std. Err. | t | P>\|t\| | [95% Conf. | Interval] |
|---|---|---|---|---|---|---|
| rr | -.006771 | .0304109 | -0.22 | 0.824 | -.0668667 | .0533246 |
| _cons | 1.468123 | .0995111 | 14.75 | 0.000 | 1.271477 | 1.664769 |

**Source:** *Field Survey, 2021*

Table 9b showed the regression result of reward and recognition (RR) and job commitment (JC) among the selected mobile telecommunication employees in Delta State. The result revealed that there is negative relationship between reward and recognition in the organization and employee commitment to his/her job (t= -0.22), however, the relationship was insignificant (p-value 0.824 <0.05). This outcome was further supported by the f-ratio of 0.05, suggesting that there is no significant relationship between reward and recognition in the organization and employee commitment to his/her job. The implication is that reward and recognition does not significantly affect employee commitment.

**Table 9c: Regression Result of Career Growth Plans (CGP) & Job Commitment (JC)**

| Source | SS | df | MS | | |
|---|---|---|---|---|---|
| | | | | Number of obs = | 150 |
| | | | | F( 1, 148) = | 1.17 |
| Model | .056445428 | 1 | .056445428 | Prob > F = | 0.2816 |
| Residual | 7.15303798 | 148 | .048331338 | R-squared = | 0.0078 |
| | | | | Adj R-squared = | 0.0011 |
| Total | 7.20948341 | 149 | .048385795 | Root MSE = | .21984 |

| jc | Coef. | Std. Err. | t | P>\|t\| | [95% Conf. | Interval] |
|---|---|---|---|---|---|---|
| cgp | .0465864 | .0431081 | 1.08 | 0.282 | -.0386005 | .1317733 |
| _cons | 1.304217 | .132725 | 9.83 | 0.000 | 1.041936 | 1.566498 |

Source: *Field Survey, 2021*

Table 9c showed the regression result of career growth plans (CGP) and job commitment (JC) among the selected mobile telecommunication employees in Delta State. The result revealed that there is positive relationship between career growth plans in the organization and employee commitment to his/her job (t= 0.282), however, the relationship was insignificant (p-value 0.282 <0.05). This outcome was further supported by the f-ratio of 1.17, indicating that there is no significant link between career growth plans in the organization and employee commitment to his/her job. The implication is that career growth plans does not significantly affect employee commitment.

**Table 9d: Regression Result of Open Communication (OC) & Job Commitment (JC)**

| Source | SS | df | MS | | |
|---|---|---|---|---|---|
| | | | | Number of obs = | 150 |
| | | | | F( 1, 148) = | 4.43 |
| Model | .209513222 | 1 | .209513222 | Prob > F = | 0.0370 |
| Residual | 6.99997019 | 148 | .047297096 | R-squared = | 0.0291 |
| | | | | Adj R-squared = | 0.0225 |
| Total | 7.20948341 | 149 | .048385795 | Root MSE = | .21748 |

| jc | Coef. | Std. Err. | t | P>\|t\| | [95% Conf. | Interval] |
|---|---|---|---|---|---|---|
| oc | .0121232 | .0057601 | 2.10 | 0.037 | .0007406 | .0235059 |
| _cons | 1.379403 | .0364225 | 37.87 | 0.000 | 1.307427 | 1.451378 |

**Source:** *Field Survey, 2021*

Table 9d showed the regression result of open communication (OC) and job commitment (JC) among the selected mobile telecommunication employees in Delta State. The result revealed that there is positive relationship between open communication in the organization and employee commitment to his/her job(t=2.10), however, the relationship was significant(p-value 0.037>0.05). This outcome was further supported by the f-ratio of 4.43, suggesting that there is positive significant link between open communication in the organization and employee commitment to work. Impliedly, that open communication significantly contributes to employee commitment.

**Table 9e: Regression Result of Employee Participation (EPDM) & Job Commitment (JC)**

| Source | SS | df | MS | | Number of obs = | 150 |
|---|---|---|---|---|---|---|
| | | | | | F( 1, 148) = | 96.85 |
| Model | 2.85166011 | 1 | 2.85166011 | | Prob > F = | 0.0000 |
| Residual | 4.35782331 | 148 | .029444752 | | R-squared = | 0.3955 |
| | | | | | Adj R-squared = | 0.3915 |
| Total | 7.20948341 | 149 | .048385795 | | Root MSE = | .17159 |

| jc | Coef. | Std. Err. | t | P>\|t\| | [95% Conf. | Interval] |
|---|---|---|---|---|---|---|
| epdm | .1974633 | .0200651 | 9.84 | 0.000 | .1578122 | .2371144 |
| _cons | .6796491 | .0791559 | 8.59 | 0.000 | .5232273 | .8360709 |

Source: *Field Survey, 2021.*

Table 9e showed the regression result of employee participation in decision making (EPDM) and job commitment (JC) among the selected mobile telecommunication employees in Delta State. The result revealed that there is positive relationship between employee participation in decision making in the organization and employee commitment to his/her job (t= 9.84), however, the relationship was significant (p-value 0.000>0.05). This outcome was further supported by the f-ratio of 96.85, signifying a positive significant relationship between employee participation in decision-making and employee commitment to work. Impliedly, employee participation in decision-making significantly contributes to employee commitment to work.

The analyses has shown some insightful revelation; *first*, job security and employee commitment revealed a positive relationship between (t= 1.82), however, the relationship was insignificant (p-value 0.088 <0.05); this finding is at variance with those of Bansal (2014);and Garg,*et al*(2012). *Second*, the result of rewards and recognitions and job commitment revealed a negative relationship between rewards

and recognitions and employee commitment to his/her job (t= -0.22), however, the relationship was insignificant (p-value 0.824 <0.05). *Third*, the result of career growth plans and job commitment revealed a positive relationship between career growth plans and employee commitment to his/her job (t= 0.282), however, the relationship was not significant (p-value 0.282 <0.05); this finding is in conformity with that of Chandranshi and Gloholamreza (2012).

*Fourth*, the result of open communication and job commitment showed a positive relationship between open communication and employee commitment to his/her job (t= 2.10), however, the relationship was significant (p-value 0.037>0.05); this finding is in line with that of Chandranshi and Gloholamreza (2012); Chand (2014); and Green, (2006). *Fifth*, the result of employee participation in decision-making and job commitment showed a positive relationship between employee participation in decision-making and employee commitment to his/her job (t= 9.84), however, the relationship was significant (p-value 0.000>0.05); this result is in line with those of Balaji, (2014); and Smriti, (2015). Overall, it was established that QWL affects employees' job commitment in the selected mobile telecommunication firms in Delta State, Nigeria and the results agree with the prior works of Neubert& Wu (2009); Klein, *et al* (2012); and Schweizer, *et al* (2012) and agrees with the theoretical predisposition of the theories of motivation.

**Conclusion and Recommendations**

Job commitment is highly instrumental to the firm and performance of the employees, that is to say, if employees are happy with their job and hold their job in high esteem, unwaveringly, they become productive, dutiful and effective; hence will not spend good time looking for other jobs outside or engage in things that may not impact positively on the overall success of the firm. In this study, the link between quality of work-life and employee job commitment was assessed and findings revealed that quality of work-life significantly contributes to employee job commitment. On the basis of the findings, the following recommendations are proffered:

1. Management of mobile telecommunication firms should constantly engage employees by way of partaking in the decision-making process since it has been found to improve employee job commitment.
2. Management should ensure that the communication channels within the firm should be transparently open to all employees irrespective of their cadre so as to further stimulate their commitment to work.
3. That employee job security, rewards and recognitions and career growth plans of mobile telecommunication firms should be improved upon so that via these dimensions of work-life quality will promote employees' job commitment to work.

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