

AN ANALYSIS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY OF WORK LIFE IN DANGOTE PASTA LIMITED

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Abstract

Human resource management (HRM) practices is a distinctive approach to work that management seeks to achieve a competitive advantage through the strategic development of a highly committed and capable workforce by balancing employee work-life with performance. The study examined the effect of human resource management practices on the quality of work-life in Dangote Pasta Limited. Specifically, the effect of performance appraisal, compensation, and also training and development, on quality of work-life in Dangote Pasta Limited. Convenience sampling technique was adopted to sample 107 out of 345 employees of Dangote Pasta Limited. The sample size was determined using Slovin's formula for calculating sample size. Primary data was gathered with the aid of a structured questionnaire. The data collected were analyzed using frequency tables and percentages while the hypotheses were tested using multiple regression. Results of the hypotheses tested revealed that there is a positive and significant effect of performance appraisal on quality of work-life, similarly, a positive and significant effect of compensation on quality of work-life was revealed, and finally, the results of the effect of training and development on the quality of work-life were positive and significant. The study, therefore, concluded that there is a significant effect of human resource practices on quality of work-life in Dangote pasta limited and also recommended that Organisations should ensure that performance appraisal is equitably and fairly done, organisations should adequately compensate their employees, organizations should put up effective policies on training their employees and developing their managers which will bring about quality of work life.

Key Words: Human resource practices, work-life, performance appraisal, compensation, training, and development

1.0 Introduction

The world is becoming more competitive and unstable than ever, business organizations strategise to gain competitive advantage at all cost and are turning to be more productive

through human resource management practices (Ahmad, 2013). Cheng and Mohd, (2017), viewed Human Resource Management as a philosophy of people management with the belief that human resources are uniquely important to sustain a business. He indicated that organization gains a competitive advantage by using their people effectively, to meet the organizational objectives. Schuler and Jackson (2014) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure effective implementation and the survival of the organization and its members. Additionally, Human resource management (HRM) practices is a distinctive approach to work in which management seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural, and personnel techniques (Storey, 2011).

Researchers have maintained that the Human Resource Management practices plays important roles in organizational performance. Tan & Nasurdin, (2010) holds that HRM practices generates increased knowledge, motivation, synergy, and commitment of an organization's employees, resulting in a source of sustained competitive advantage for the organization. Similarly, Ahmad, (2013) stated that an organization's approach of HRM practices has an influential effect on organizational effectiveness and performance. Likewise Sandhyanair (2013), opined that HRM practices set the tone and condition of the employer-employee relationship which can encourage the employees to become more efficient.

In addition, Seema and Illyas, (2013) asserted that HRM practices play an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization. Human resource Management practices includes performance appraisal, career management, training and Development, reward and benefit administration, and employee relations.

It is not uncommon for workers to maintain a balance between work and private life, since researchers have concluded that there is significant relationship between HRM practices and Quality of Work Life.

Organizations have attempted to achieve quality of work life (QWL) of employee through proper and effective human resource management (HRM) practices since workers are essential to the means of production, continuity and survival (Drucker, 2010).

Quality of work life is a critical concept with significant importance in an employee's life. Evidence from literatures revealed that employees with a high level of psychological well -

being are better, more committed, and more productive than employees with a low level of psychological well-being (Amin, 2013). According to Sinha (2012), Quality of Work Life is a philosophy which holds on a set of principles that people are the most important resource in the organization as they are trustworthy, responsible and capable of making contributions therefore, they should be treated with dignity and respect

Undoubtedly, several studies have been conducted on HRM practices and related variables notable ones among them include the work of Chitraa and Mahalakshmi (2012), which focused on employees' perception on quality of work life and job satisfaction. Eric and Chee (2012), also studied An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning: Beulah, Viji, and Mahalakshmi (2012), also considered the influence of employee perception towards human resource practices and organizational support on citizenship behaviour in Indian private banking sector; Seema Arif and Illya (2013), investigated QWL model employees and perception; Amin (2013), studied the Quality of Work Life in Organizations to predict the role of Career Development and Personal Factor; Sev (2014), carried out his study on the R role of human resource managers in enhancing performance in manufacturing organizations; Sorabsadri and Conrad Goveas (2013), studied on sustainable quality of work life and job satisfaction among employees; Sheila Khodadadi (2014), investigated the QWL dimensions effect on the employees' job satisfaction; Shankar (2014), investigated quality of work life and employee motivation strategies; In addition, Doucet, Lapalme, Simard, and Trembley (2015), studied high involvement management practices as leadership enhancers.

Dangote Pasta Limited has played a vital role to balance human resource management practices with employees' quality of work life yet the employees still complain of inadequate training for them to be able to adapt with the dynamic business environment, hence the employees entertain the fear of job insecurity. They also complained of zero equity in terms of rewards and appraisal as against their performance while this affect the employees' performance since they are not motivated.

These motivated the study which focused on human resource management practices that affect employees' quality of work life by examined the effect of performance appraisal, compensation and also training and development, on quality of work life in Dangote Pasta Limited.

2.0 Conceptual Review

2.1 Human Resource Management Practices

According to Seema Arif and Illya (2013), human resource management (HRM) practices are seen as the mediator between HRM strategy and employees performance. The author stated further that HRM practice includes recruitment, training and development, compensation, performance appraisal, HR planning, employee welfare program, labour relations to mention but a view. Human resource management (HRM) refers to the policies and practices involved in carrying out the ‘human resource(HR)’ aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Sorabsadri & Conrad, 2013). Doucet, Lapalme, Simard, & Trembley (2015), described human resource management practices as a set of approaches that are geared toward increasing workers’ ability, motivation and opportunities. HRM practice is composed of the policies, practices, and systems that influence employees’ behaviour, attitude, and performance (VanLaar, Edwards, & Easton, 2017). It is that part of the process of management that is concerned with human relationship and the physical well –being of the employees so that in turn, the employees will be more dedicated to their work which will in turn increase productivity, hence leading to organizational performance (VanLar *et al.*, 2017) Amin (2013), described HRM Practices as the tools which organization can use to bring out the best out of their employees. Organizations must adopt HRM practices that enhance employees’ satisfaction and job security. In view of this Sheila (2014), asserted that human resource researchers and managers have maintained that the human resource play an important role in organizational performance.

2.2 Components of Human Resource Management Practice

Performance appraisal

Performance appraisal is a periodic assessment of employee work performance in order to give benefit of the job. Kundu and Divya (2014), opined that performance appraisal is a dialogue process which serves as a mentor to generally mold the individual to perform at an optimal level. It is a fair process involving assessments on skills, technical knowledge and how well the employee can offer quality service delivery. The supervisors, head of departments or managers assess the performance appraisal and recommend for promotions or training as the

case may be (Singh, 2014). Performance appraisal is expected to be conducted fairly, consistently and objectively to protect employees' interest within an organization. The basis of performance appraisal is geared towards taking certain decisions that can motivate the employees to be more productive and to identify the needs for improvement where necessary. As performance appraisal leads to pay raise, promotion, and training, it is assumed that fair performance appraisal have an impact on employee QWL (Nia & Maleki, 2013).

Compensation

Compensation is one of human resource management practices which normally refers to as the equitable reward given to employees on the task been performed. Compensation can be financial or non- financial. Nia and Maleki (2013), conceptualized compensation as all types of pay or rewards giving to employees and arising from their employment. Compensation is very much important to employees because it is one of the main reasons for which people work. Employees' living status in the society, satisfaction, loyalty, and productivity are also influenced by the compensation (Nalwade & Nikam, 2013).

Singh (2014) also asserted that Employee compensation is 'an internally equitable and externally competitive philosophy and practice'. The author explained further that high level of pay and/or benefits relative to that of competitors is most likely ensure that an organisation attracts and retains high-quality employee.

Training and Development

According to Sinha (2012), Training is referred to as a planned effort that facilitate the learning of job-related knowledge, skill, and behavior by employee. The author stated further that training reduces labour turnover and it has a high significant effect on job satisfaction. Training and development include new-employee orientation, job skills training, leadership training and professional development (Sorabsadri & Conrad, 2013). These activities improve employees' job skills in their current positions and equip them with skills and expertise for cross-functional work that can increase their value to the organization and also enhances professional development. Doucet *et al.*, (2015), asserted that professional development

supports an organization's succession planning strategy by preparing future leaders for higher-level jobs and more responsibility.

Training generates enthusiasm for creating new ideas, and is mutually beneficial to employers and employees (Chee Hong 2012). Training is an important factor for improved productivity and increased effectiveness. On this note, organizations now provide workers with education and subsidies for job-related training; while some have changed their wage structures to include education and training subsidy allowance (Ahmad, 2015). Managers, supervisors and HR departments should ensure that workers are effectively trained since training is expected to be job-related and proven to be of mutual benefit to both employers and employees and most organizations are constantly aware of the need and relevance of training and they equally design the right training to meet identified needs. This will ensure that they have the right crop of qualified, competent and valuable professionals to make the right input and be knowledgeable in diverse fields.

2.1.3 Quality of Work Life

Quality of work life according to Doucet *et al.*, (2015) is described as a process by which an organization responds to employees' needs by developing mechanisms that will allow them share fully in making the decision that determines their lives at work. The emphasized that quality of work life is a dynamic multiple structure which involves concepts such as job security, reward systems, workflows, opportunities for educational and job development, as well as participation in decision-making. Sinha (2012), conceptualized quality of work life as the overall quality of work life of employee, which includes but not limited to job satisfaction, work environment, working hours work stress, working assignment, productivity, sense of belonging, health, safety and well-being, job security, competency, development, balance between work and non-work life. Rethinam and Ismail (2013), also perceived QWL as the effectiveness of the work environment that transmits to meaningful organization, and personal needs in shaping the values of employees that promote better health and wellbeing, job security, job satisfaction, competency development, and balance between work and personal life.

Ahmad (2015), noted that work life policies and practices are of great importance in every business organization because it makes 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 researchers consider the promotion of the quality of work life (QWL) as a method for improving the productivity of human resources (Tahir Masood, 2010; Mahalakshmi 2012; Sorabsadri & Conrad, 2013; Sev 2014). Bagtatos (2011), There are individual needs such as remuneration, security and wellness that the organization needs to satisfy to keep the individual happy and motivated (Bagtatos 2011), identified the benefits of QWL to include low labour turnover and absenteeism, improved retention, productivity, high morale and commitment. The assertion was corroborated by Rethinam and Ismail (2013), which stated that the core benefits of the QWL is to fulfill the employees' needs through the organization's development by promoting better health and wellbeing, job security, motivation, job satisfaction and balance between work and personal life.

2.1.4 Component of Quality of Work Life

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 researchers that working conditions influence 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. (Mahalakshmi 2012; Sorabsadri & Conrad, 2013; Sev 2014). Similarly, (Sev 2011), stated that healthy work environment provides the assurance of good health and psychological conditions to the employees which enable them to perform their duty efficiently.

Job Security

Nia & Maleki (2013), described job security as an assurance that an individual worker will have his or her job without the risk of becoming unemployed. The author further described job security as the continuity in employment. Employees want stability of employment, since permanent employment provides security to the employees and improves their QWL (Doucet *et al.*, (2015).

Motivation

Motivation is the act of influencing and stimulating the actions of individuals at work. Mishra and Gupta (2009), described motivation as one of the tools manager use to promote productivity in their employees since it establishes inner direction of employee's behavior. Sirgy, Efraty, Siegel, and Lee (2015), grouped motivation into two broad categories as intrinsic and extrinsic motivation. The intrinsic motivation is described as the one within the individual which relates to the 'psychological' rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation and positive recognition. The extrinsic motivation on the other hand is described as the external motivation which is determined by the organization in other to enhance the employees' performance. These includes but not limited to salary, incentives, security, promotion and employee's good working condition. Mishra & Gupta (2009), opined that individual who is highly motivated in their job is more likely to experience a higher quality of work life. It is important to recognize that individuals have unique motives for working (Haim 2003) and quite often it is complex to know what motivates individual employees (Mishra & Gupta 2009). Therefore, in accomplishing motivation, the management must be the individual employees since different employees are motivated in different ways.

2.1.5 HRM Practices and Quality of Work Life

HRM practices and quality of work life are closely associated. Evidence from literatures have revealed that there is close association between human resource management practices and quality of work life. Notable ones among them include the study of Amin (2013), on the quality of work Life in organizations to predict the role of career development and personal factor. The study concluded that career development increases the quality of work life. David, Brazil , Krueger, and Lynne (2016) studied the extrinsic and intrinsic determinants of quality of work life and the findings showed that pay, supervisor style, commitment and discretion, play important role in determining quality of work life. Linda (2016), also conducted a study on quality of faculty work life in the University of Hawaii. Variables were used in Relations with the department chair, campus service, community service, faculty relation, salary and demographic factor. The result showed that salary was the main variable for satisfaction.

Sorabsadri and Conrad (2013) investigated sustainable quality of work life and job satisfaction among employees. The results showed that different factors of QWL such as safe and healthy

working conditions, adequate and fair compensation, opportunity to utilize individual skills, pay and leadership style varies according to the employees' perception and also concluded that management should understudy the employees in other to get the best from them.

In same dimension, Nia and Maleki (2013), researched on the relationship between quality of work life and organizational commitment and the result showed that there is significant positive relationship between the QWL and organizational commitment.

Sheila Khodadadi (2014) investigated the QWL dimensions effect on the employees' job satisfaction. The results showed that salary and benefits' policies have a significant and positive effect on employees' job satisfaction.

Similarly, Jimenez and Valles (2017), conducted a survey on 173 Spanish organizations, and concludes that HRM practices (flexible job design and empowerment, team work, long-term and skill oriented staffing, extensive-and long-term oriented training, broad career opportunities, behaviour-based appraisal and organic compensation system) enhances organizational performance.

Also, Cheng and Mohd (2010) examined the relationship between five HRM practices (recruitment, performance appraisal, training, reward system and career management) and organizational performance in manufacturing industry in Malaysia. The findings revealed that training and performance appraisal positively and significantly affect organizational performance. Responsibility of performing certain vital functions necessary for the effective performance of the workers for the purpose of achieving the overall goal of the organization. Yang (2017) noted that sound HR practices (performance appraisal, career management, promotion, reward system, training, motivation among others) influences QWL which ultimately improves organizational performance and productivity. Sound HR planning can enhance QWL of the employees in an organization by providing opportunities for the employees to participate in planning their own careers.

According to Kotze,(2015). Human resources management practices play an important role in quality of work life. Most corporate annual report often states that the organization employees are its most important asset. However, despite these widely held beliefs, many organizational decisions suggest a relative low priority on the human resources of the organization and the human resources department. Quality of work life helps employees to feel secured and cared for by the organization in which they work. QWL leads to increased compliance and employee

satisfaction increase confidence, improves relationship between workers and supervisors, improves productivity and strengthens the organization's position in market competition.

Walton (2015) asserted that factor affecting QWL is adequate and fair compensation, safe and healthy working environment, opportunity to develop human capabilities etc. which are important factor of QWL. These factors have been identified as part of the reason for conducting an appraisal system in an organization. Human resources management practice has the greatest impact on workforce of an organization. It is aimed at establishing a more flexible open and caring management style, creation of programs to reduce work related injuries so as to motivate the employees and develop and manage them in a way that they can give their best to their organization. Amin (2013) stated that Proper HR practice need to be fully developed so as to achieve the expected level of quality of work life among the employees in an organization. Jimenez and Valles (2017) opined that the promotion of the quality of work life (QWL) is a method for improving the productivity of human resources. Enhancing the quality of work life increases the quality of life as a whole. The quality of work life includes the kind of planning, strategies and environment which all affect the employees' satisfaction. A high quality of work life is vital for organizations to absorb the best staff and help keep them.

Effective HRM practice promotes the sufficient use of the existing workforce skills and increases the employees' involvement. Most importantly, it encourages the enhancement of the internal skills in order to create a more professional, motivated, and efficient working environment. Quality of work life programs can result in life satisfaction, happiness, and subjective wellbeing. The core role of the QWL movement is to fulfill the employees' needs through the organization development (Kundu and Divya, 2014).

Therefore, HRM practices enhance QWL which is associated with the employees' productivity, job satisfaction, motivation, appraisal measure, open communication, training and development, job enrichment, job security, welfare packages, working condition, fairness in the work place, flexible work arrangement, career growth and development, reward and recognition, benefit/ compensation, supervisors support, employee motivation, social relation and co-operation, equity and fairness, employee participation in management, organizational commitment, work / family balances and low turnover rates. Thus, the effectiveness of HRM practice can meet the needs of workers in a variety of ways consistent with organizational capacity.

2.3. Theoretical Framework

The study was anchored on socio-technical system theory, equity theory and human relation theory. The socio-technical system holds that there is a constant interchange between what goes on in a work system, in an organization and in the environment i.e. what goes on there is highly permeable, therefore, this assumes that there is a balance between the social system and the technological system in the workplace which increases the performance of employees.

Equity theory states that equity strikes a balance between employee input and output in the workplace. That if an employee is able to find his or her right balance it would lead to a more productive relationship with the management. It leads to a sense of safety which foster a sense of belonging and high morale.

Human relations theory holds that office is not only a workplace but also a social environment in which the employees interact with each other, as interaction with other people can determine the quality of life and work produced in an organization.

3.0 METHODOLOGY

The study adopted a total population of 345 who are employees of Dangote Pasta Limited (DPL). Convenience sampling technique was adopted to sample 107 out 345 employees of Dangote Pasta Limited. The sample size was determined using Slovin's formula for calculating sample size.

Slovin's formula: $n = N / I + N (e^2)$

n = sample size

N = population (342)

I =constant

e = margin on error (8% or 0.08)

For this study n =?

$n = 342 / 1 + 342(0.08^2)$

$n = 342 / 1 + 342(0.0064)$

$n = 342 / 1 + 2.1888$

$n = 342 / 3.1888$

n= 107.25

n=107.

Data were collected through primary source with the aid of mail questionnaires which was constructed in line with the objectives of the study. The data collected was analyzed using frequency table and percentages while the hypotheses were tested using multiple regression.

The Multiple regression analysis is mathematically represented as;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Dependent variable (Y) = Quality of work life;

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

Independent variable: X1= Performance Appraisal;

X2= Compensation;

X3= training and development;

ε = Error term

4.1. HYPOTHESIS TESTING, RESULTS AND DISCUSSION

Hypothesis I

Ho: there is no significant effect of performance appraisal on quality of work life.

H1: there is significant effect of performance appraisal on quality of work life.

Table 4.1.1

	Sum of Squares	Df	Mean Square	F	P-Val
Between Groups	29.545	16	1.847	12.959	0.000
Within Groups	11.399	80	.142		

Total	40.945	96			
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Decision: Since $0.000001 < 0.05$, we therefore reject H0. We can now conclude that there is significant effect of performance appraisal on the quality of work life.

Hypothesis II

Ho: there is no significant effect of compensation on quality of work life.

H1: there is significant effect of compensation on quality of work life.

Table 4.1.2

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	21.056	14	1.504	6.201	.000
Within Groups	19.889	82	.243		
Total	40.945	96			

Decision: Since $0.000000 < 0.05$, we therefore reject H0. We can now conclude that there is significant effect of compensation on quality of work life.

Hypothesis III

Ho: there is no significant effect of training and development on quality of work life in Dangote Pasta Limited.

H1: there is significant effect of training and development on quality of work life in Dangote Pasta Limited.

Table 4.1.3

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	32.464	16	2.029	19.140	.000
Within Groups	8.481	80	.106		
Total	40.945	96			

Decision: Since $0.000000 < 0.05$, we therefore reject H0. We can now conclude that there is significant effect of compensation on quality of work life

THE MULTIPLE REGRESSION ANALYSIS

The multiple regression models were used to determine the contribution of each independent variable (training & development, compensation and performance appraisal) on the dependent variable (quality of work life).

Table 4.1. 4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.499	.483	.46977

a. Predictors: (Constant), performance appraisal, compensation, training and development.

Table 4.1.4 is termed as the model summary and it explains the following:

“R” – it signifies the correlation coefficient of model which used to determine the degree of relationship between the predictor and the dependent variable. Since the correlation coefficient is 0.706, it revealed that there is a Strong positive relationship between the predictors and quality of work life.

“R Square” is used to estimate the level of variability in the model which is usually expressed in percentage (%). This can be explained in the context of the model under consideration as,

"The three independent variables in the regression model account for 49.9 percent of the total variation in the employee quality of work life."

The higher the R-squared statistic, the better the model fits our data. In this case, this implies that the model "greatly" fits the data, in other words, the model is very good, depicting that there are few other independent variables not in the model which influence an individual's quality of work life.

"Adjusted R Square"- is a modified R-Square statistic that takes into account how many variables are included in the model. The Adjusted R^2 statistic is typically smaller than the R^2 statistic because it downward adjusts the R^2 statistic when additional variables of limited significance are added to a model. It is a common practice to say that one regression model "fits" the data better than another regression model if its adjusted R^2 statistic is higher.

That is, there will be 48.3% reduction in the level of variability if other independent variable are considered.

"Std. Error of the Estimate" also known as ' ϵ ' which measures the maximum amount of error permissible in the model. Therefore, not more than 47% error is allowed in the model.

THE MULTIPLE REGRESSION ANALYSIS WITHIN THE MODEL

Table 4.1.5

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	20.421	3	6.807	30.846	.000 ^b
Residual	20.523	93	.221		
Total	40.945	96			

a. Dependent Variable: quality of life

b. Predictors: (Constant), performance appraisal, compensation, training and development.

H₀: there is no significant effect of prevailing human resources management practices on quality of work life.

H₁: there is significant effect of prevailing human resources management practices on quality of work life.

What we are concerned about here is the p-value (sig.), to test the impact or effect of the independent variables on the dependent variable.

DECISION RULE: Reject H₀, if p-val < 0.05, or otherwise.

CONCLUSION: Since 0.00 is less than 0.05, we can thereby conclude that, there is a significant effect of prevailing human resources management practices on the quality of work life.

INDIVIDUAL CONTRIBUTION TO QUALITY OF WORKLIFE

Using the multivariate regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Dependent variable (Y) = Quality of work life;

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta coefficients;

Independent variable: X₁= training and development
 X₂= Compensation;
 X₃= Performance Appraisal

ε = Error term

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.713	.175		4.073	.000
training and development	.336	.091	.402	3.679	.000
Compensation	.063	.088	.063	.720	.473
performance appraisal	.257	.090	.318	2.845	.005

a. Dependent Variable: quality of life

Here, the unstandardized coefficient B was considered.

We can say that a unit increase in employee training and development will cause 0.336 increases in employee quality of work life; also, a unit increase in employee compensation will yield 0.063 increases in employee quality of work life. In the same light, A unit increase in employee performance appraisal will lead to 0.257 increase in employee quality of work life.

Mathematically, we have:

$$Y = 0.713 + 0.336X_1 + 0.063X_2 + 0.257X_3 + \varepsilon$$

That is:

$$\begin{aligned} \text{Quality of work life} = & 0.713 + 0.336(\text{training \& development}) + 0.062(\text{Compensation}) \\ & + 0.257(\text{performance appraisal}) + \text{error margin} \end{aligned}$$

Therefore, from the mathematical expression above, it is evident that training and development has the highest contribution (which means that training employee has more productive influence on the expected quality of work life). This is followed by performance appraisal while compensation has less influence on the quality of work life of employee under study.

5.1 Summary of the findings

The test of the hypotheses proved that there is a significant effect of human resources management practices on quality of work life in Dangote Pasta limited. This is in line with the

objectives of the studies, which is to determine the effect of performance appraisal on quality of work life, to identify the effect of compensation on quality of work life and to assess the effect of training and development on quality of work life in Dangote Pasta limited.

Based on the findings, the study concluded that there is a significant effect of human resources management practices on quality of work life in Dangote Pasta limited. This agrees with the result of Cheng and Mohd (2017) which revealed that training and performance appraisal have positive and significant effect on organizational performance.

The study recommended as follows;

Organisations should ensure that performance appraisal is equitably and fairly done, since appraisal exercise which is fairly done motivates employees to put in their best.

Organisations should adequately compensate their employees, compensation should be competitive to that of their industry standard.

The study also recommends that organizations should put up effective policies on training their employees and developing their managers which will bring about quality of work life, since training and development contribute more to quality of work life.

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