

PRIMARY RESEARCH

Quality of work life of food chain employees in region XI: A causal model

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Keywords

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Abstract

The study was conducted with the following objectives: to identify the level of cultural value orientation, organizational commitment, personality dimension, and Quality of Work Life (QWL); to determine the significant relationship between the exogenous cultural value orientation, organizational commitment, and personality dimension to the endogenous QWL; to determine the influence of the exogenous variables towards the endogenous QWL, and to recognize the best fit model that predicts QWL. A quantitative research design was employed in this study, specifically the causal-comparative. The study was conducted in the Davao Region, which was participated by 412 respondents. Primary data was utilized in gathering information. The survey questionnaire utilized in the study were sourced from various related researches. The data gathered was subjected to analysis and interpretation using the fundamental statistical tools, Pearson Product Moment Correlation, multiple regression, and Structural Equation Modelling (SEM). Findings of the study revealed that QWL, cultural value orientation, organizational commitment, and personality dimension are high, which means that the respondents often observe it. Cultural value orientation, organizational commitment, and personality dimension have a significant relationship to QWL. Moreover, overall regression results show that cultural value orientation, organizational commitment, and personality dimension significantly influence QWL. Furthermore, the best fit model predicts the QWL of food chain employees in Region XI. This study may be utilized by food chain companies, specifically the human resource department, to instigate programs and activities that will boost the desire of employees to stay in the organization.

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INTRODUCTION

Rationale

QWL has many parameters that depict the aggregate gratification of an employee's work life which precipitates to a balanced work-life. It expels an impression of belongingness to the firm, a feeling of being oneself, subsuming a cognition of being meritorious and reputable. However, there are instances that the management or organization exploited or used employees only for organizational gains and operations rather than treating them as human capital that needs to be developed and appreciated (Wasike, 2017; Permarupan, Al-Mamun, & Saufi, 2013). Organizations have embraced and carried out the QWL approach but has faced helacious challenges. It fails to recognize that employees have life outside of work (Saha, 2006; Yaemjamuang, 2017) and that there is a necessity to manage the impact of working

life on workers' families. Furthermore, there has been an amplification of concerns today pertaining to adequate remuneration, suitable working hours, urbane working conditions and many others.

The term "QWL" was manifested only in the year 1970's in research journals and the press in the USA (Prince, 2011). Quality of work life is an umbrella term that encompasses a multifold of notions, and emphasizing a certain job characteristic, whether it is emolument or management style, is a deficient means to evaluating QWL. Because the notions held by employees wields a consequential role in their decision to join, persist or abandon an organization (Krueger et al., 2002). Moreover, the most tectonic problems in every company is related to QWL, when offered by firms, it could enhance its reputation in enticing and retaining employees. QWL among workers is necessary as it encom-

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passes the ardent involvement of the staff in the activities arranged by the organization. Employing QWL will result to a better wellbeing of the workforce in the society which would lead to heightened organizational productivity and higher chances for growth with excellent participation from employees. Furthermore, QWL programs is substantial in the work place for the following reasons: higher stipulation at work, loss of long term employee guarantees, the need for refined work place skills, greater rivalry for talent and escalating women in the workplace. Well-founded QWL brings about a good working environment and enthusiastic workers who strives for their enhancement (Gempes, 2014; Noor & Abdullah, 2012; Putri, 2015).

Recognizing the importance of QWL of employees, the researcher conducted an extensive review of literature for possible variables that may have bearing with it. A number of literature showed that cultural value orientation, organizational commitment and personality dimension of an individual have something to do with QWL. Cultural value orientation of an individual contributes to his/her QWL (Wyatt, 1988). Cultural value orientation typifies the fundamental and preeminent beliefs of a culture; these primary beliefs deals with an individual's affinity with one another and with their world as explained by (McCarty & Hattwick, 1992). Further, QWL is affected by one's organizational commitment (Parvar, Allameh, & Ansari, 2013). Organizational commitment is measured based on the worker's relative ability and connection in a certain organization. It depicts the attitudes of people regarding the organization's ideals and goals (Gempes, 2008; Mowday, Porter, & Steers, 2013). Another eloquent variable that influences QWL is the personality dimension of an employee (Parvar et al., 2013). Personality dimension are the components and inclinations inside a person that demystify his or her characteristics, motive, feelings and demeanor. Personality portrays what people are like, in contrast to their ability which captures what people can do (Colquitt, Lepine, Wesson, & Gellatly, 2011).

It is on the above context that the researcher decided to conduct the study dealing with the three variables as a construct of QWL. While there are existing studies on the link of each mentioned variable to QWL, those studies are in bivariate relationships only with QWL and conducted separately by different researchers. This study however is a superior version of those individual studies considering that it covers the four variables in the study with the hope of producing a model for QWL specifically for food chain employees making this study a meaningful contribution to new knowledge.

Research Objectives

This study was focused on the QWL of food chain employees in Region XI.

Specifically, this study has the following objectives:

1. To identify the level of cultural value orientation of food chain employees in terms of:
 - 1.1 Horizontal Collectivism
 - 1.2 Vertical Collectivism
 - 1.3 Horizontal Individualism
 - 1.4 Vertical Individualism.
2. To know the level of organizational commitment of food chain employees in terms of:
 - 2.1 Affective Commitment
 - 2.2 Continuance Commitment
 - 2.3 Normative Commitment
3. To define the level of personality dimension of food chain employees in terms of:
 - 3.1 Openness to Experience
 - 3.2 Conscientiousness
 - 3.3 Extraversion
 - 3.4 Agreeableness
 - 3.5 Neuroticism
4. To determine the level of QWL of food chain employees in terms of:
 - 4.1 Work Related Pressures
 - 4.2 Leadership Behavior Description
 - 4.3 Work and Non-Work Life Balance
 - 4.4 Management Policy
 - 4.5 Opportunity to Develop Human Capacities and Growth
 - 4.6 Job Security
 - 4.7 Adequate and Fair Compensation
 - 4.8 Inter-personal Relations
 - 4.9 Work Culture
5. To determine the significant relationship between:
 - 5.1 Cultural Value Orientation and Quality of Work Life
 - 5.2 Organizational Commitment and Quality of Work Life
 - 5.3 Personality Dimension and Quality of Work Life.
6. To determine the influence of cultural value orientation, organizational commitment and personality dimension on QWL.
7. To recognize the best fit model that predicts QWL.

LITERATURE REVIEW

Quality of Work Life

QWL is an exhaustive construct that covers an individual's job-related well-being and the magnitude to which work experiences are gratifying, fulfilling and free from of strain and other personal after effect. The factors that are pertinent to a personnel's QWL includes the assignment, the work-

place ergonomics, social contexture inside the organization, administrative system and relationship between life during and after work (Wilton, 2011).

Work Related Pressures is one indicator of QWL. It refers to the task, physiological, role and inter-personal demands that induces stress as well as conditions in the work place that causes strain (Denisi & Griffin, 2014). Another indicator of QWL is leadership behavior description, which refers to the dignity and respect bestowed for each employee by a superior. The ideal leader observes the right of the workers, establishes open communication that allows the workers to voice out their concerns and ideas (Pratama, 2015). Work and non-work life balance is also another indicator of QWL which explains that flexibility inside the organization is achieved through the development of advanced work routine that is appropriate to the needs of the 21st century workforce. This will allow firms to acclimate to changing business settings, and employees to better equalize their work and family life (Reese, 2014). Another indicator of QWL life is management policy which depicts that the job provides an opportunity to relate to others and there is equal opportunity for every worker based on performance or merit. Opportunity to develop human capacities and growth is another indicator of QWL. It is depicted when employees are given jobs/responsibilities that permits them to develop their skills, knowledge & abilities, and the existence of job fit between workers and job characteristics (Scully, Kirkpatrick, & Locke, 1995). Another indicator of QWL is job security, which is an aspect that is of major concern to employees. There is no such thing as security with good chance of layoff and downsizing (Gibson, Donnelly, & Ivancevich, 2006). Contractual arrangements for example is inimical to job security. Job security may be affected by the level of threat of redundancy and restructuring, accessibility of jobs in the internal and external labor market (Maghaminejad & Adib-Hajbaghery, 2016). Adequate and fair compensation is another indicator of QWL. It denotes to the uniformity and consistency of payment guidelines for employers to follow for registered social employees (Antle et al., 2006). It is the sufficiency of the pay and benefits in terms of helping employees to maintain a satisfactory standard of living. Another indicator of QWL is inter-personal relations, it pertains to the behavior of individuals within the organization and how these people interact (Rani, 2016). Work culture is another indicator of QWL. It is the compendium of supposition, beliefs, values and norms that are shared by the people within the organization (Newstrom, 2007).

Cultural Value Orientation

Many researchers classify cultures along a continuum from individualism (everyone takes care of himself or herself and is free to choose how to act) to collectivism (maintaining relationships and getting along with others is more important than doing what one wants). Some researcher has discovered that self-enhancement is especially strong in individualistic cultures that place a high emphasis on individual achievement and merit (Baumeister & Bushman, 2010). In contrast, collectivistic cultures emphasize group harmony above individual rights and are less oriented towards personal enhancement (Baumeister & Bushman, 2010).

Vertical Individualism is one indicator of cultural value orientation. People under vertical individualism stands out and displays success and status in the crowd, they would behave powerfully especially when faced by weaker co-workers. These types of individuals expect good treatment and as a result, attach high importance to policy, reliability and problem solving (Triandis & Gelfand, 1998). Another indicator of cultural value orientation is vertical collectivism. Individuals under vertical collectivism are more tolerant to failures due to their character of willingness to conform, harmony and compliancy to authority (Triandis, 2001). Horizontal individualism is another indicator of cultural value orientation. Beings under horizontal individualism are very self-centered and self-reliant. Such people demand that others be efficient. They would therefore attach high importance to promptness, therefore reliability and good policy are important to them. Employees under this orientation can handle their own problems (Singelis, Triandis, Bhawuk, & Gelfand, 1995). Another indicator of cultural value orientation is horizontal collectivism. Maintaining a benevolent relationship and social appropriateness is the characteristics of a horizontal collectivist individual. These characteristics are found in individuals with long-term cultural orientation. Therefore, close relationships are important to them, namely reliability, policy, problem-solving and personal interaction (Singelis et al., 1995).

Organizational Commitment

It has a substantial point in the study of organizational behavior, because of the gargantuan of researches that have found relationships between organizational commitment, attitudes and demeanors of individuals in the workplace (Angle & Perry, 1981). The three-component model of organizational commitment which mirrors a yearning, necessity, and a compulsion to preserve membership in an organization includes: affective, continuance and normative commitment (Meyer & Allen, 1991). Affective commitment

is one indicator of organizational commitment. It is a yearning to hang around as an employee because of incandescent devotedness and connection with a specific firm. An employee stays because he or she wants to. It also mirrors an emotional bond to the organization, wherein affinity among co-workers influence it (Allen & Meyer, 1990). Another indicator of organizational commitment is continuance commitment. It is the desiderate to stick around because exiting the organization will have a dire consequence on the employee's finances. Continuance commitment crops up when there is a pecuniary reason in fraternalizing or bailing out with an organization (McGee & Ford, 1987). Normative commitment is another indicator of organizational commitment. It is the impulse to dwell in a specific firm due to a sentiment of responsibility. In scenarios like this, an employee stays because he/she have to, which mirrors a mandatory baseline for sticking out with a firm which encloses a sense of indebtedness.

Personality Dimension

Human beings possess a specific way of pondering and portraying their own peculiar personality which is a product of interacting genetic and environmental influences (Kinicki & Kreitner, 2006). An impactful body of inquisition underpins that the five basic personality dimensions underlies the entire characteristics of personality, namely: agreeableness, conscientiousness, neuroticism, extroversion and openness to experience (Crooker, Smith, & Tabak, 2002).

One indicator of personality dimension is agreeableness, it is defined as the capacity to harmonize with others. Agreeable individuals are nonabrasive, cooperative, forgives easily, tolerant and good natured (Barrick & Mount, 1993; Judge, Heller, & Mount, 2002). Conscientiousness is another indicator of personality dimension. It pertains to the array of aspirations on which a person concentrates. Workers who perform a task which is based on the degree of its importance are organized, methodical, careful, exhaustive, accountable and possesses self-control. Moreover, a person who is highly conscientious is dependable and achievement oriented, and plans well (Jex & Britt, 2014). Another indicator of personality dimension is neuroticism. People who possess neurotic tendencies undergo unpleasant sentiments of agitation, dejection, fury and vulnerability. Workers with lesser magnitude of neuroticism can better handle job strain. It can also be postulated that people with lesser neuroticism are more dependable than their unstable counterparts (McCrae & Costa Jr, 1991). Extraversion is another indicator of personality dimension. Defined as the state of being reposeful with affinity. Additionally, extro-

version quantify a person's distinctive inclinations for social dealings (Barrick, Mount, & Judge, 2001). Individuals with higher level of extroversion favors interaction and commonly establishes a great deal of relationships. Another indicator of personality dimension is openness to experience, defined as the ability to absorb and accommodate fresh concepts. People under this personality dimension have the tendency to be curious, imaginative, creative, intelligent, adventurous and non-conforming (Hutchison, 2016).

Significance of the Study

This study will shed light on the magnitude of QWL, cultural value orientation, organizational commitment and personality dimension of food chain employees in region XI. Not to mention, the study can be used as a baseline and serve as a secondary data for the researchers who want to conduct further investigation in this area. Additionally, results of this study may serve as an input for food chain companies to contribute in their decision making, in recognizing salient work place problems, to unfold strategies that will manage and advance the QWL of employees. On the other hand, the study may assist organizations with labor unions.

RESEARCH MODEL

This study employed quantitative research design specifically the causal-comparative. This is used to develop and employ mathematical models, theories and or hypothesis pertaining to a phenomenon. In the extraction of the best fit model, structural equation model was used. First, it utilized descriptive correlational method. Furthermore, correlation is used to investigate and measure the connection between two or more variables. Second, the study used structural equation modeling that aims to come up with the best fit model on QWL that may help food chain businesses attract, select and retain employees.

Research Locale

The study was conducted in the Davao Region, designated as Region XI, one of the regions in the Philippines situated on the southern portion of Mindanao. The Davao Region consisted of five provinces, namely: Davao Oriental, Davao del Sur, Davao Occidental, Compostela Valley and Davao del Norte. Its capital is the City of Davao.

Population and Sample

Scientific process was employed in choosing the respondents. Purposive sampling was used in determining the respondents for this study. The total completed surveys reached 412 which was way higher than the maximum number of sample in slovin's formula which is 400 at .05 signifi-

cance level. Respondents of the study were existing employees from renowned 40 food chain establishments in Region XI. Data gathering was conducted from April 1, 2017 to May 31, 2017, workers who were no longer connected with food chain companies were excluded from the study. Of the 412 respondents, 191 were from Food Chain A, 59 were from Food Chain B, 40 were from Food Chain C, another 40 were from Food Chain D and the remaining 82 were from other stores located around the area. Majority of the sample were from Food Chain A, since it operates more stores around region XI.

Research Instrument

Primary data were used in gathering information about the study which consists of four parts, namely: QWL, cultural value orientation, organizational commitment and personality dimension. The survey questionnaires utilized in the conduct of the study was sourced from various related researches. Restructuring was carried out to make the instrument more applicable to current, local business setting. To make the instrument more contemporary, it was validated by five expert validators with an overall rating of 3.8 or Good. After validation, pilot testing was conducted. Cronbach alpha was used to check the validity of the questionnaire with the following measures: QWL (0.9639), cultural value orientation (0.9641), organizational commitment (0.9639) and personality dimension (0.9441).

Data Collection

Several procedures were performed in collecting the data used in the study. The first procedure was the acquisition of consent to administer the study, it was secured from the University of Mindanao Ethics Review Committee last March 6, 2017. Reproduction of 400 survey questionnaires was facilitated from March 7-12, 2017. Request letters signed by the adviser was distributed to the selected branches. Then a time table was set for the duration of the floating and retrieval of questionnaire which was from April 1-30, 2017, but due to unavoidable circumstances it was extended to May 31, 2017. Gradual administration and retrieval of data, collation and tabulation of data was conducted wherein a screening was done to lessen the possible outliers during the analysis. Out of the 400 questionnaires printed, only 300 was returned and 288 completed survey was deemed useful for the study. Reprinting of additional 200 survey questionnaires was again facilitated and distributed to various areas of Region XI. Out of the 200 printed questionnaires, only 140 was returned and 124 was considered as valid to be utilized for the study. Completed

survey used in this study were from 412 respondents. The remaining completed questionnaires were double checked. After which, encoding, tabulating, and analysis followed. And lastly, analysis and interpretation of data wherein results were analyzed and interpreted based on the purpose of the study.

RESULTS AND DISCUSSION

Level of Quality of Work Life of Food Chain Employees in Region XI

Shown in Table 1 is the level of QWL of food chain employees in Region XI. Among the nine measures for the level of QWL of food chain employees in region XI, leadership behavior description dominated over the other eight indicators namely: management policy, opportunity to develop human capacities and growth, adequate and fair compensation, inter-personal relations, work culture, work and non-work life balance, work related pressures, and job security respectively. Employees felt that their QWL is high as they render their service for various food chains around region XI. Results of the study conducted on QWL of food chain employees is in consonance with the proposition of (Allameh, Ghazinour, Aghaei, & Khodaei, 2015; Shan, Imran, Lewis, & Zhai, 2016; Srivastava & Kanpur, 2014), that a high level of QWL subsist when egalitarian management practices are utilized, employee's jobs are enhanced, the workforce are treated with respect and secured working conditions are observed. Quality of work life is beneficial to both management and employees which includes: better organizational performance through enrichment of staffs; heightened cooperation and the establishment of team work in all levels of the firm including a shift towards management or trade union partnership; commendatory working contexture allows employees to do a decent job; improved efficiency; increase adhesion to the values and goals of the organization (An, Yom, & Ruggiero, 2011; Harzer & Ruch, 2013; Martel & Dupuis, 2006; Walton, 1973).

Based from the result, leadership behavior description got a very high level, which means that it is always observed by food chain employees. This shows that leaders/superiors of food chains in Region XI provides encouragement, appreciation, assistance, an open-mind and proper instruction to enable employees render a top-notch performance. Employees QWL is affected by the type of leadership style his or her superior exhibit, and it encompasses two types namely: transformational leadership style, and transactional leadership styles (Borhani, Arbabisarjou, Kianian, & Saber, 2016; Parameswari & Kadiravan, 2012). Leadership is a social leverage process where the superior pursues the volitional

participation of subordinates to achieve the goals of the firm. Today's organizations require efficacious leaders who have a firm grasp on the intricacy of the blistering changing global environment. If the duty is highly structured and the leader has good affinity with the workforces, effectiveness will be tantamount on the part of the workers.

The very high level of management policy means that it is always observed by food chain employees. This purports that the management knows the roles and responsibilities they need to perform in order to achieve a clear quality moral standards and goals. [Zohir \(2007\)](#) has insinuated that pecuniary benefit and social well-being, security and leave stipulations has a constructive influence on worker's QWL which then affects firm performance. Moreover, non-pecuniary advantage also plays a constructive role for staffs' quality of life and firms' efficiency.

Opportunity to develop human capacities and growth got a high level, which shows that it is oftentimes observed by food chain employees in region XI. This conveys that food chain employees are properly trained before they are being assigned to their new jobs. According to [Scully et al. \(1995\)](#), employees should be given jobs/responsibilities that enables them to enhance their skills, cognition and abilities. High emphasis is also given to existence of job fit between worker and job characteristics. Learning opportunities and empowerment of workers also substantiated to have a favorable consequence on job gratification and reduces job anxiety which directs to a healthier QWL. High level on adequate and fair compensation, which shows that it is oftentimes observed by food chain employees, this conveys that personnel of food chain establishment are given fair monetary benefits based on their ability, in the conformity with cost of living as well as timely remittance of statutory benefits and many others. [Lowe, Schellenberg, and Shannon \(2003\)](#), [Rathi \(2009\)](#), [Sinha \(2012\)](#), [Tabassum, Rahman, and Jahan \(2011\)](#), performed a study to investigate the connection between work-life experiences and personal life of workers, result of the research showed that workers are likely to see their workplace in a favorable manner if certain circumstances are present in the workplace. The conditions depicted by the said researcher includes having realistic demands, high intrinsic and extraneous remuneration, good societal backing, involvement in workplace decisions, and accessible assets to do the job.

High level of inter-personal relations, which purports that it is oftentimes observed by food chain employees, this denote that the environment inside the organization is good, thus establishing a pleasant working relationship. Work and profession are characteristically chased within the back-

ground of social organization and the essence of subjective relationships becomes an integral measure of QWL. Reception of the workers is grounded on skills, job related behaviors, aptitudes and potential, without considering the social class, gender, physiological stature, etc. Inter-personal relations include affinity with colleagues, belongingness to firms, work demand stress, relationship with immediate superior, relationship between heads, and relationship with subordinates ([Rani, 2016](#)).

Work culture got a high level, which depicts that it is oftentimes observed by food chain employees. This denoted that the management of food chains in region XI encourages its employees to communicate, adhere to dress code, to practice its corporate values and most importantly has a non-bureaucratic approach. Organizational work culture can either be acceptable, bearable or not. Decent work culture is one that is encourages high magnitude of organizational performance, the manifestations of which are efficiency, earnings and progress. The best performance climate involves openness, trust, sharing, top-down/bottoms-up communication and participative leadership ([Bhaduiy, 1991](#); [James & Jones, 2014](#); [Rai, 2012](#)).

The high level on work and non-work life balance means that it is oftentimes observed by food chain employees, this depicts that they still have time to spend with their families and friends as well as to take care of personal business/household duties and engage in religious activities. Flexibility inside the organization is achieved through the development of advanced work routine that is appropriate to the needs of the 21st century workers. Employees and the organization itself can tailor the work arrangements in a favorable manner that fits them. This will allow firms to acclimate to changing business settings, and employees to better equalize their work and family life ([Reece, Brandt, & Anderson, 2005](#)). Increasingly, employers should tender something else as part the psychological contract, and that is work-life balance, it is a recognition that workers have other interest and responsibilities outside work ([Kew & Stredwick, 2016](#)).

Work related pressures got a high level, which indicates that it is oftentimes observed by food chain employees. This means that food chain employees are performing beyond their assigned tasks in more than eight hours a day which they consider as repetitive in nature and that they are also pressured to reach targets. Stressful working conditions caused by rising productivity demands and long hours of work can also be a source of burnout. In a negative, stressful work climate, these pressures often result in physical fatigue, decreased optimism and lower morale ([Reece et al.,](#)

2005).

Finally, the moderate level of job security indicates that it is sometimes observed by food chain employees. This signifies that personnel of food chains do not thoroughly believe that their jobs will still be there till they age and that they have no intention to perform such work until retirement. Work-

ers hunger for permanency and do not like to be the casualties of capricious personal policies as well as stay at the clemency of employers. Permanent employment provides security to the employees that enhances the workers' QWL (Maghaminejad & Adib-Hajbaghery, 2016).

TABLE 1. Level of QWL of food chain employees

Indicator	SD	Mean	Descriptive Level
Work Related Pressures	0.77	3.43	High
Leadership Behavior Description	0.65	4.33	Very High
Work and Non-Work Life Balance	0.86	3.44	High
Management Policy	0.53	4.31	Very High
Opportunity to Develop Human Capacities and Growth	0.58	4.18	High
Job Security	0.98	3.27	Moderate
Adequate and Fair Compensation	0.69	4.13	High
Inter-personal Relations	0.61	4.13	High
Work Culture	0.6	3.91	High
Overall	0.39	3.90	High

Level of Cultural Value Orientation of Food Chain Employees

Depicted in Table 2 is the summary of the level of cultural value orientation of food chain employees. Among the four indicators for the level of cultural value orientation of food chain employees in Region XI, vertical collectivism is the predominant culture followed by horizontal collectivism, horizontal individualism and lastly vertical individualism. A very high level of vertical collectivism was always observed on food chain employees, high level of horizontal collectivism and horizontal individualism, and moderate on vertical individualism. Results of the study is in consonance with the research conducted on business professionals from forty eight diverse societies, of which collectivism was dominant and individualism is the inferior culture (Huang, Lawler, & Lei, 2007; Oumlil & Balloun, 2017; Ralston et al., 2014).

Based from the result, the output received a very high rating on vertical collectivism, means that it is always observed by food chain employees. This depicts that decisions made by the group is respected. According to Triandis (2001), individuals under vertical collectivism are more tolerant to failures due to their character of willingness to conform, harmony and compliance to authority. They would not expect reliability in relationships and would be tolerant of low personal interaction since they would not expect courteousness and help from other employees. Furthermore, they would attach low importance to policy. Employees under this are dependent to others in solving problems.

The high level of horizontal collectivism shows that it is oftentimes observed by food chain employees. This depicts that food chain employees feels good when they cooperate with others and that when their co-worker gets a prize. According to Shavitt, Lalwani, Zhang, and Torelli (2006), maintaining a benevolent relationship and social appropriateness is the characteristics of a horizontal collectivist individuals. These characteristics are found in individuals with long term cultural orientation. Therefore, close relationships are important to them, namely: reliability, policy, problem-solving and personal interaction.

Horizontal individualism got a high level, which depicts that it is oftentimes observed by food chain employees. This signifies that employees are unique, and that independence is of utmost importance. According to Probst and Lawler (2006), Singelis et al. (1995), beings under horizontal individualism are very self-centered and self-reliant. Such people demand that others be efficient. They would therefore attach high importance to promptness, therefore reliability and good policy are important to them. Employees under this orientation are capable of handling their own problems.

And finally, moderate level of vertical individualism shows that food chain employees observe it occasionally. This purports that employees are not competitive in nature. According to Brewer and Chen (2007), Cukur, De Guzman, and Carlo (2004), Taras, Kirkman, and Steel (2010), Triandis (2001), people under vertical individualism stands out and exhibits success and status in the crowd, they would behave powerfully especially when faced by weaker co-employees.

TABLE 2. Level of cultural value orientation of food chain employees

Indicator	SD	Mean	Descriptive Level
Horizontal Collectivism	0.84	3.94	High
Vertical Collectivism	0.58	4.48	Very High
Horizontal Individualism	0.89	3.90	High
Vertical Individualism	1.14	3.21	Moderate
Overall	0.58	3.88	High

Level of Organizational Commitment of Food Chain Employees

Presented in Table 3 is the level of organizational commitment of food chain employees in Region XI. Among the three measures of organizational commitment, normative commitment is the dominant indicator followed by affective commitment and continuance commitment. Food chain employees have high level of both normative and affective commitment but only moderate on continuance commitment. Results of the study is in consonance with the research conducted on a textile company in Malatya Turkey wherein employees have a high level of normative and affective commitment (Bakan, Büyükbeşe, & Erşahan, 2011). On the other hand, result on continuance commitment is also high as compared to study conducted on food chain employees.

Based from the result, high level of normative commitment indicates that food chain employees oftentimes observe it.

This shows that personnel stick around because of the belief that he/she should remain loyal to the organization. According to Robbins, Judge, and Breward (2003), normative commitment is a compulsion to dwell with the firm because it is the appropriate thing to do.

The high response on affective commitment, shows that it is oftentimes observed by food chain employees. This signifies that employees feel that they are part of the family at the organization and feels a strong sense of belongingness. According to Allen and Meyer (1990), Bergman (2006), Delegach, Kark, Katz-Navon, and Van Dijk (2017), Nguyen and Nguyen (2017), affective commitment mirrors an ardent cause for sustaining an association with a current employer that encompasses feelings concerning amity, work culture and a perception of blissfulness when finishing a set of responsibility. It also mirrors an emotional bond to the organization, wherein affinity among co-workers influence it.

TABLE 3. Level of organizational commitment of food chain employees

Indicator	SD	Mean	Descriptive Level
Affective Commitment	0.90	3.60	High
Continuance Commitment	0.90	3.29	Moderate
Normative Commitment	0.77	3.67	High
Overall	0.67	3.52	High

Finally, moderate level of continuance commitment purports that it is sometimes observed by food chain employees. This depicts that food chain employees stay in the company because they need to. According to Karim and Noor (2017), McGee and Ford (1987), Pathak and Srivastava (2017), Tong, Suen, and Wong (2017), continuance commitment reflects some pecuniary baseline for staying, including issues of emolument, grants and advancements, as well as apprehensions about transferring the household.

Level of Personality Dimension of Food Chain Employees in Region XI

Indicated in Table 4 is the level of personality dimension of food chain employees in Region XI. Among the five indicators of personality dimension, conscientiousness is the

dominant personality trait followed by openness to experience, agreeableness, extraversion and lastly neuroticism. Results of the study is in consonance with the research conducted by Boustani (2006) on Lebanese samples which shows that conscientiousness was the dominant personal-

ity. On the other hand, agreeableness is the dominant personality based on the result from American samples.

Based from the result, the outputs received a very high level on conscientiousness, which means that it is always observed by food chain employees. This signifies that personnel are organized and pays attention to details. According to [Barrick and Mount \(1991\)](#), [Soto and John \(2017\)](#), [Stajkovic, Bandura, Locke, Lee, and Sergent \(2018\)](#), conscientious folks approaches their jobs seriously and responsibly. Furthermore, study showed that those who are highly conscientious individuals are meticulous about their work and are likely to produce tangible outcomes ([Judge & Cable, 1997](#); [Kristof-Brown, Zimmerman, & Johnson, 2005](#); [Smith, Patmos, & Pitts, 2018](#)).

The very high level of responses in terms of openness to experience, shows that food chain employees always observe it, this depicts that employees have originality, are able to come up with new ideas and curious about many things. According to [Digman \(1990\)](#), beings with high magnitude of openness are inclined to hear fresh concepts and to alter their views, credence and stance to accommodate a pristine information. Moreover, they possess wider interests, endowed with inquisitiveness, originality and ingenuity. In contrast, beings with low magnitude of openness are narrow-minded and unamendable to changing their views. Furthermore, they have less interest and exhibits incuriousness and unimaginativeness. Agreeableness got a high level, which means that it is oftentimes observed by food chain

employees. This conveys that the workers are helpful, magnanimous, lenient and likes to cooperate with others. The effect of agreeableness have not been fully demystified in any researches, but there is a possibility that highly agreeable individuals excels in instituting a good working climate with subordinates, co-workers and higher-level managers. In contrast, less agreeable folks are unlikely to establish good working relationships which may be extended to relationships with the firm's key stakeholder constituencies ([Ivancevich, Matteson, & Konopaske, 1990](#)). The high level result on extraversion means that it is observed oftentimes by food chain employees. Employees belonging to this dimension are full of energy and are comfortable around people. Output of a study alludes that extroverts are better job performers than introverts and that they are enticed to positions grounded on establishing personal relationships suchlike marketing and sales ([Cawvey, Hayes, Canache, & Mondak, 2018](#); [Goldberg, 1990](#); [Hu & Judge, 2017](#)).

And lastly, employees of food chains got a high level of neuroticism, this means that it is oftentimes observed by food chain employees. Though food chain employees have the tendency to overthink, but they can handle stress, are emotionally stable and can remain calm in tense situation. According to [Hsu, Rosenberg, Scheinost, Constable, and Chun \(2018\)](#), [McCrae and Costa Jr \(1991\)](#), [Nielsen, Glasø, and Einarsen \(2017\)](#), people with less neuroticism are anticipated to better handle job strain, burden and tension.

TABLE 4. Level of organizational commitment of food chain employees

Indicator	SD	Mean	Descriptive Level
Openness to Experience	0.70	4.27	Very High
Conscientiousness	0.65	4.31	Very High
Extraversion	0.74	4.04	High
Agreeableness	0.71	4.13	High
Neuroticism	0.84	3.70	High
Overall	0.52	4.09	High

Correlation Between Cultural Value Orientation and QWL

Table 5 displays the data on the results of correlations between QWL and cultural value orientation. The test of relationship between variables reveals a significant relationship between cultural value orientation and QWL which leads to rejecting the null hypothesis of the study. This implies that cultural value orientation is associated with QWL. Further, it implies that QWL has something to do with cultural value orientation. The overall result of the cultural

value orientation of food chain employees in region XI is significantly correlated with QWL. In singular state, indicators such as leadership behavior description, work and non-work life balance, opportunity to develop human capacities and growth, job security inter-personal relations, and work culture are correlated to cultural value orientation. On the other hand, leadership behavior description, management policy and adequate & fair compensation are not correlated to cultural value orientation in its singular state, but it still contributes to the overall correlation.

Work related pressures as indicator of QWL is not related to cultural value orientation. This implies that work related pressures have nothing to do with cultural value orientation. Moreover, leadership behavior description as indicator of QWL is related to cultural value orientation. This implies that leadership behavior description has something to do with cultural value orientation. Further, work and non-work life balance as indicator of QWL is related to cultural value orientation. This depicts that work and non-work life balance has to do with cultural value orientation. Furthermore, management policy as indicator of QWL is not related to cultural value orientation. This purports that management policy has nothing to do with cultural value orientation. Additionally, opportunity to develop human capacities and growth as indicator of QWL is related to cultural value orientation. This infer that opportunity to de-

velop human capacities and growth has something to do with cultural value orientation. On the other hand, job security as indicator of QWL is related to cultural value orientation. This insinuates that job security has something to do with cultural value orientation. Nevertheless, adequate and fair compensation as indicator of QWL is not related to cultural value orientation. This indicates that adequate and fair compensation has nothing to do with cultural value orientation. Therewith, inter-personal relations as indicator of QWL is related to cultural value orientation. This alludes that inter-personal relations have something to do with cultural value orientation. And lastly, work culture as indicator of QWL is related to cultural value orientation. This suggests that work culture has something to do with cultural value orientation.

TABLE 5. Correlations between cultural value orientation and QWL

Quality of Work Life	Cultural Value Orientation				Overall
	Horizontal Collectivism	Vertical Collectivism	Horizontal Individualism	Vertical Individualism	
Work Related Pressures	-1.48* (.002)	.008 (.877)	.110 (.025)	.197* (.000)	.086 (.080)
Leadership Behavior Description	.171* (.000)	.153* (.002)	.125* (.011)	.035 (.475)	.164* (.001)
Work and Non-Work Life Balance	.148* (.003)	-.071 (.150)	.166* (.001)	.205* (.000)	.198* (.000)
Management Policy	-.039 (.432)	.204* (.000)	.151* (.002)	-.080 (.105)	.055 (.266)
Opportunity to Develop Human Capacities and Growth	.243* (.000)	.273* (.000)	.247* (.000)	.082 (.095)	.288* (.000)
Job Security	.473* (.000)	-.072 (.144)	.270* (.000)	.426* (.000)	.461* (.000)
Adequate and Fair Compensation	.086* (.080)	.292* (.000)	-.057 (.250)	-.159* (.001)	.005 (.927)
Inter-personal Relations	.190* (.000)	.146* (.003)	.150* (.002)	.131* (.007)	.225* (.000)
Work Culture	.449* (.000)	.210* (.000)	.408* (.000)	.212* (.000)	.471* (.000)
Overall	.326* (.000)	.186* (.000)	.309* (.000)	.247* (.000)	.400* (.000)

* $p < .05$

Correlations Between Organizational Commitment and QWL

Table 6 exhibits the data on the results of correlations between QWL and organizational commitment. The test of re-

lationship between variables reveals a significant relationship between QWL and organizational commitment which leads to rejecting the null hypothesis of the study.

TABLE 6. Correlations between organizational commitment and QWL

Quality of Work Life	Organizational Commitment			Overall
	Affective	Continuance	Normative	
Work Related Pressures	-.052 (.290)	.255* (.000)	.134* (.006)	.142* (.004)
Leadership Behavior Description	.041 (.407)	.071 (.149)	.143* (.004)	.104* (.034)
Work and Non-Work Life Balance	.191* (.000)	.162* (.001)	.142* (.004)	.211* (.000)
Management Policy	.044 (.374)	.002 (.963)	.070 (.153)	.047 (.337)
Opportunity to Develop Human Capacities and Growth	.303* (.000)	.082 (.097)	.228* (.000)	.258* (.000)
Job Security	.511* (.000)	.254* (.000)	.338* (.000)	.469* (.000)
Adequate and Fair Compensation	.067 (.174)	-.106* (.031)	-.015 (.753)	-.023 (.636)
Inter-personal Relations	.214* (.000)	.117* (.017)	.168* (.001)	.211* (.000)
Work Culture	.235* (.000)	.245* (.000)	.259* (.000)	.312* (.000)
Overall	.330* (.000)	.234* (.000)	.302* (.000)	.365* (.000)

* $p < .05$

This implies that organizational commitment is correlated with QWL. Further, it implies that QWL has something to do with organizational commitment. The overall result of organizational commitment of food chain employees in region XI is significantly correlated with the QWL. In a singular state, indicators such as work-related pressures, leadership behavior description, work & non-work life balance, opportunity to develop human capacities and growth, job security, inter-personal relation and work culture are correlated to organizational commitment. On the other hand, manage-

ment policy and adequate & fair compensation is not correlated with organizational commitment in its singular state, but it still contributes to the overall correlation.

Correlations Between Personality Dimension and QWL

Table 7 Shows the data on the results of correlations between QWL and personality dimension. The test of relationship between variables reveals a significant relationship between quality if work life and personality dimension which leads to rejecting the null hypothesis of the study.

TABLE 7. Correlations between personality dimension and QWL

Quality of Work Life	Openness to Experience	Personality Dimension				Overall
		Conscientiousness	Extraversion	Agreeableness	Neuroticism	
Work Related Pressures	-.084 (.088)	-.043 (.382)	-.141* (.004)	-.056 (.258)	-.026 (.602)	-.096 (.050)
Leadership Behavior Description	.148* (.003)	.201* (.000)	.113* (.021)	.250* (.000)	.018 (.713)	.195* (.000)
Work and Non-Work Life Balance	.201* (.000)	.129* (.009)	.207* (.000)	.146* (.003)	.172* (.000)	.239* (.000)

Table 7. Continue...

Quality of Work Life	Openness to Experience	Personality Dimension				Overall
		Conscientiousness	Extraversion	Agreeableness	Neuroticism	
Management Policy	.194* (.000)	.168* (.001)	.111* (.023)	.171* (.000)	.121* (.014)	.210* (.000)
Opportunity to Develop Human Capacities and Growth	.443* (.000)	.261* (.000)	.453* (.000)	.316* (.000)	.308* (.000)	.495* (.000)
Job Security	.227* (.000)	.315* (.000)	.323* (.000)	.247* (.000)	.366* (.000)	.414* (.000)
Adequate and Fair Compensation	.125* (.011)	.108* (.027)	.152* (.002)	.197* (.000)	.101* (.041)	.189* (.000)
Inter-personal Relations	.282* (.000)	.324* (.000)	.282* (.000)	.254* (.000)	.252* (.000)	.385* (.000)
Work Culture	.316* (.000)	.437* (.000)	.484* (.000)	.341* (.000)	.335* (.000)	.529* (.000)
Overall	.349* (.000)	.366* (.000)	.381* (.000)	.356* (.000)	.329* (.000)	.493* (.000)

* $p < .05$

This implies that personality dimension is associated with QWL. Further, it implies that the higher the level of personality dimension, the higher is the QWL. The overall result of personality dimension of food chain employees in region XI is significantly correlated with QWL. In a singular state, indicators such as leadership behavior description, work & non-work life balance, management policy, opportunity to develop human capacities & growth, job security, adequate & fair compensation, inter-personal relations and work culture is correlated with personality dimension. On the other hand, work related pressures is not correlated in its singular

state to personality dimension but still contribute to the overall correlation.

Multiple Regression Analysis of the Influence of Cultural Value Orientation, Organizational Commitment and Personality Dimension on Quality of Work Life

Presented in Table 8 is the analysis of QWL as regressed on, cultural value orientation, organizational commitment and personality dimension which revealed a significant influence on QWL as reflected in the F -value of 54.210 at ($p < 0.01$).

TABLE 8. Multiple regression analysis of the influence of cultural value orientation, organizational commitment and personality dimension on QWL

Indicators	Quality of Work Life			
	b	β	t	Sig.
Cultural Value Orientation	.059	.038	1.549	.122
Organizational Commitment	.101	.029	3.428	.001
Personality Dimension	.282	.039	7.313	.000
R			.532	
R ²			.284	
F			54.210	
p		.000		

* $p < .05$

One of the most important purposes of this study is the regression analysis determining the influence of cultural value orientation, organizational commitment and personality dimension on QWL. It was revealed that cultural value orientation has no significant influence on QWL. However, both organizational commitment and personality dimension influences QWL.

Majority of the studies conducted focuses primarily on QWL as the exogenous variable while organizational commitment and personality dimension as the endogenous variable. Results of various studies also shows the influence of QWL on organizational commitment and personality dimension. However, this study is contrary or opposite with the other studies in the sense that organizational commitment and personality dimension are the exogenous variables while QWL is the endogenous variable. Moreover, it can be deduced that perceptions held by food chain employees that they are safe and well satisfied (Baumeister & Bushman, 2010) are highly influenced by their commitment to their organization and their specific personality dimension. Finally, employees of food chain in region XI sees the organization in a better light if they are more committed towards it and that it is also influenced by their personality trait.

Best Fit Model of QWL

There were five generated models presented in the study. The summary of the findings of the goodness of fit measures of these five generated models is presented in Table 9.

In identifying the best fit model, all indices included must consistently fall within the acceptable ranges. chi-square/degrees of freedom value should be less than 5 with its corresponding *p*-value greater than 0.05. Root mean square error approximation value must be less than 0.05 and its corresponding *P*close value must be greater than 0.05. The other indices such as the normed fit index, Tucker-Lewis index, comparative fit index and the goodness of fit index must all be greater than 0.95.

Figure 1, displays the generated structural model 5. It shows the direct causal link of the exogenous variable on the endogenous variable. The endogenous variable is the QWL which is measured in terms of leadership behavior description, management policy and inter-personal relations. The exogenous variables are: organizational commitment with normative commitment and continuance commitment as measures; personality dimension which is measured in terms of openness to experience and agreeableness.

TABLE 9. Summary of goodness of fit measures

Index	Criterion	Model 1	Model 2	Model 3	Model 4	Model 5
CMIN/DF	< 5	6.209	5.391	4.917	3.909	1.777
<i>p</i> -value	> 0.05	.000	.000	.000	.000	.052
NFI	> 0.90	.638	.715	.769	.903	.961
TLI	> 0.90	.627	.710	.766	.871	.966
CFI	> 0.90	.675	.753	.805	.925	.982
GFI	> 0.90	.783	.845	.877	.959	.987
RMSEA	< 0.05	.112	.103	.097	.084	.043
<i>P</i> close	> 0.05	.000	.000	.000	.002	.597

Legend:

CMIN/DF - Minimum discrepancy, divided by its degrees of freedom

GFI - Goodness of Fit

p-value - probability value

RMSE - Root Mean Square Error of Approximation

NFI - Normed Fit Index

TLI - Tucker Lewis Index

TLI - Tucker Lewis Index *P*-close - Test of Close Fit

CFI - Comparative Fit Index

It could be seen from the model that only leadership behavior, management policy and inter-personal relations remained as the measurement construct of QWL, out of the nine indicators. For organizational commitment as one of the remaining exogenous variable in the best fit model, only two out of three observed variables appeared to have causal

link to QWL namely: continuance commitment and normative commitment. Personality dimension as one of the significant exogenous variables showed only two out of five observed variables appeared to have a significant causal link to QWL specifically: openness to experience and agreeableness.

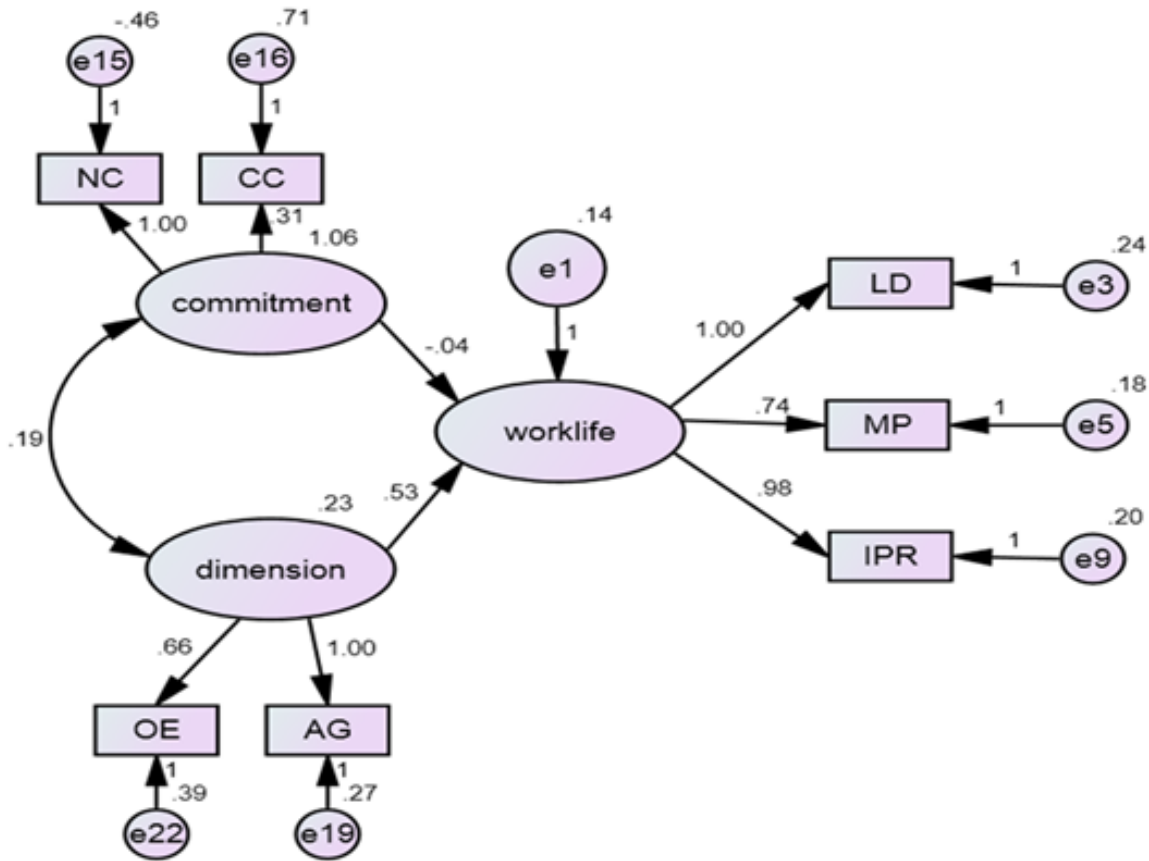


FIGURE 1. The interrelationship between organizational commitment and personality dimension and their direct causal relationship towards QWL Legend: worklife- Quality of Work Life commitment- Organizational Commitment dimension- Personality Dimension LD- Leadership Behavior Description CC- Continuance Commitment OE- Openness to Experience MP- Management Policy NC- Normative Commitment AG- Agreeableness IPR- Inter-personal Relations
 Note: This is Model 5, but with new values of their interrelationships

CONCLUSION

In the light of the findings of the study, the following conclusions are drawn. The respondents perceived that the level of QWL is high which means that food chain employees observe it most of the time. The respondents manifested a high level of cultural value orientation which means that it is observed by the respondents most of the time. The respondents observed a high level of organizational commitment this shows that it is manifested by food chain employees most of the time. A high level of personality dimension on the part of the respondent means that it is observed most of the time. Overall, the results indicated that cultural value orientation, organizational commitment and personality development have a significant relationship with QWL. As to the influence, only organizational commitment and personality dimension have a significant influence on QWL whereas cultural value orientation has none. Importantly it is concluded that model 5 is the best fit model that pre-

dicts QWL. The remaining predictors of QWL are the following: leadership behavior description, management policy, inter-personal relations, normative commitment, continuance commitment, openness to experience and agreeableness.

RECOMMENDATIONS

The human resource department should instigate activities and programs that will boost the desire of its employees to stay in the organization. It could be job rotation to allow employees experience other task and not be stagnant in the same post for long periods, thus making the job more interesting. Food chain companies must continuously enhance the commitment of each employees. Committed employees remain loyal thus allowing them to have a continuous stream of labor and retain valuable personnel that will help food chains achieve its goal. Moreover, the management must eliminate contractualization to allow its work-

force the sense of stability. Furthermore, leadership behavior, management policy and inter-personal relations as the identified predictors of QWL should be closely monitored to ensure the well-being of employees.

With personality dimension as one of the variables with significant influence on QWL, it is suggested that the human resource personnel should continuously screen their prospective employees so as to ensure that they are open to new experiences and they are agreeable, such employees are good

natured, supportive, forgives easily, empathetic their dealings with others (Baumeister & Bushman, 2010).

Lastly, food chain companies must harness organizational commitment. normative and continuance commitment may improve quality of work-life, but it is better to gain the affection of employees, that they may stay not because they have to or due to the cost associated if they leave the organization but because their heart and loyalty is with the company.

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